DOCUMENT RESUME

ED 275 359 JC 860 548

TITLE	Comprehensive Plan for the Riverside Community College District, 1986-2000.
INSTITUTION	Riverside Community Coll. District, CA. Office of Research and Planning.
PUB DATE	Sep 86
NOTE	539p.; Most of the document is printed on colored paper.
PUB TYPE	Reports - Descriptive (141) -- Statistical Data (110)
EDRS PRICE	MF02/PC22 Plus Postage.
DESCRIPTORS	*Budgeting; *College Planning; Community Colleges; Educational Finance; *Educational Trends; Enrollment Trends; *Institutional Characteristics; *Long Range Planning; Master Plans; Mission Statements; Organizational Objectives; *Statewide Planning; Student Characteristics; Two Year Colleges
IDENTIFIERS	*California

ABSTRACT

Developed as part of a statewide pilot test of Comprehensive Planning in California Community Colleges, this long-range plan represents a working document for the Riverside Community College District (RCCD) as well as a report on college planning for the Chancellor's Office of the California Community Colleges. Following introductory material on the pilot project, the report covers: (1) the goals and objectives of the RCCD and state concerning planning; (2) the planning process of the RCCD and the personnel involved; (3) the characteristics of the RCCD and its external environment; (4) trends in student characteristics; enrollments and projections; financial resources; and academic, administrative, business, and student services; and (5) site planning for 1985 through 2000. Accompanying the planning document is a statistical atlas, providing supportive data to assist in understanding statements made in the plan. The atlas includes the California Community Colleges Board of Governor's statewide mission statement and basic agenda for 1986; RCCD strategic planning objectives; evaluations of the academic, business, administrative, and student services programs; the RCCD's educational master plan; information on the district's budget and facilities; and site studies and plans. (EJV)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED275359

COMPREHENSIVE PLAN
FOR THE
RIVERSIDE COMMUNITY COLLEGE DISTRICT
1986-2000

Board of Trustees

Leroy E. Gren, President

Mrs. Frances Jean Nelson, Vice President
Dr. Wilfred Airey, Secretary

Les Richter, Member
Alan D. Pauw, Member

Dr. Charles A. Kane, Superintendent/President

JC 860 548

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
E. Vail

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.
☒ Minor changes have been made to improve reproduction quality

- Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

Office of Research and Planning
September, 1986

BEST COPY AVAILABLE

TABLE OF CONTENTS

Page Number

Introduction i

1.0 Planning: Goals and Objectives of the District and State 1

1.1 Milestones in Planning at Riverside City College 1
1.2 Business, Vision and Values 3
1.3 Goals and Objectives 5
1.4 Board of Governors' Statewide Mission 6
1.5 Board of Governors' Basic Agenda for 1986 6
1.6 Commission for the Review of the Master Plan for Higher Education 6
1.7 Statewide Goals: A Local Response 7
1.8 Strategic Planning Objectives 9

2.0 The Planning Process and the Players 12

2.1 Process 13
2.2 Players 13

3.0 The District and the External Environment 19

3.1 The District 19
3.2 Population and Housing Growth 19
3.3 K-12 Enrollments in District 25
3.4 District Population and Age Cohorts 25
3.5 Distribution of Family Income by Zip Code 27
3.6 Ethnicity by Zip Code 29
3.7 Freeway Problems 29
3.8 Employment 31
3.9 Energy 35
3.10 Corporate Education 36

4.0 The District and the Internal Environment 37

4.1 Trends in Characteristics of Students 37
4.2 Enrollments and Projections 50
4.3 Financial Resources 57
4.4 Academic Services 59
4.5 Administrative Services 79
4.6 Business Services 84
4.7 Student Services 86

5.0 Site Planning, 1985-2000 99

5.1 Definition of Terms 99
5.2 Configuration of the District 99
5.3 Commonalities to All Sites 101
5.4 Riverside City Campus (RCC) 101
5.5 La Sierra Site 103
5.6 Norco Site 103
5.7 Moreno Valley 104
5.8 Jurupa Area (Academy of Justice) 104

This Comprehensive Plan is intended to be used with a companion volume called an Atlas. The Atlas contains supportive data which are helpful in understanding some of the statements made in the Plan. Other back-up materials in the form of institutional research, in-house studies and reports are housed in various offices at Riverside Community College. For information, contact the Office of Research and Planning.

ATLAS

Table of Contents

Section A Board of Governor's Statewide Mission

Section B Board of Governor's Basic Agenda for 1986

Section C Strategic Planning Objectives, 1985-86

Section D Academic Services Program Review

Section E Administrative Services Program Review

Section F Business Services Program Review

Section G Student Services Program Review

Section H Accreditation Committee Report

Section I Educational Master Plan

Section J Budget

Section K Facilities: ASF/Room Use/Five Year Plan/Deferred Maintenance

Section L Planned Status of Services Programs/Budgets: HSPS, EOPS

Section M EOPS Five Year Projection

Section N Site Studies, Blurock Partnership

Section O Organization Structure

Section P Memberships of PSPAC I, II, III, Comprehensive Plan Writing Committee

INTRODUCTION

During the 1984-85 academic year, Riverside Community College was one of thirteen colleges/districts selected by the Chancellor's Office to participate in a pilot test of Comprehensive Planning in California Community Colleges. The original objectives of the Comprehensive Plan project were to:

(1) Provide information that will enable the Board and the Chancellor's Office to more effectively represent the needs of California Community Colleges before State and Federal authorities;

(2) Reduce duplication in the work faced by community colleges in planning and evaluation;

(3) Encourage improvements in local planning and evaluation; and

(4) Improve state-level policy making and existing review and approval activities.

For 1985-86, six of the original thirteen colleges/districts agreed to generate a revised or new Comprehensive Plan by April, 1986. A second group was created for institutions wanting to develop an initial plan, and a third group consisted of colleges/districts interested in planning but not yet ready to submit a formal plan. Ken Savage of the Yosemite District chaired all three groups with help from Chuck McIntyre, John Meyer and others from the Chancellor's Office.

This document serves two purposes. First of all, it is a working document for our District. For example, each member of the President's Strategic Planning Advisory Committee (PSPAC), received one. In this way, everyone involved in planning is looking at the same information. Secondly, the Plan is designed to meet the needs of the Chancellor's Office for up-to-date information covering the four points outlined above.

If the expectation is to find a gigantic, concrete "PLAN" for the Riverside Community College District within this paper, there will be disappointment. On the other hand, if there is interest in discovering our thinking concerning the planning process, it can be found. Basically, it is simple. We have a vision; we know what our business is, and we have established four values that will keep us on track.

Evan Vail
Dean, Research and Planning
Riverside Community College District

September, 1986

1.0 PLANNING: GOALS AND OBJECTIVES OF THE DISTRICT AND STATE

Planning involves looking back at where we have been and learning from our past actions, assessing where we are today, deciding where we want to be at specific times in the future and deciding how we're going to get there.

1.1 Milestones in Planning at Riverside Community College

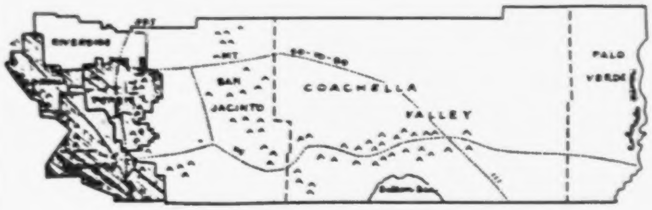
Obviously, for this College, operating for over 70 years, there has been a great deal of planning in various shapes and forms through the years. Evidence of institutional strategies is readily apparent in Riverside City College, 1916-1981, a 65 Year History by RCC faculty members, Gilbert Jimenez and Thomas Johnson. However, much of the planning in the past was for the short term and not recorded for posterity. However, some notable planning has taken place in recent years which has had a profound effect in determining the College's direction.

In January of 1962, two professors from Claremont Graduate School and UCLA, Frank Farner and Frank Yett, produced A Study of Junior College Site Location and District Organization in Riverside for Riverside City Schools, of which Riverside City College was a part at the time. This document was the basis for decisions about Riverside City College purchasing adjacent Polytechnic High School, the College buying a second site in La Sierra and creating a separate junior college district. Prophetically, the study pointed out that "parking problems will probably be the first limitation on the ultimate size of the college."

The local architectural firm of Ruhnau, Evans, Brown and Steinman drew up a comprehensive general development plan for Riverside City College during 1963-64. This plan concerned the use of Poly High School property acquired in the bond issue of 1962. Fascinating parts of this scheme, which was never adopted, were to relocate the football stadium along Magnolia Avenue, put tennis courts where the field was and provide freeway access via Cridge Street.

In January of 1966, staff of the Riverside Junior College District prepared a short document outlining the advantages of a large junior college district which, by including the Corona Unified, Elsinore and Perris Union High School Districts, could provide a broad tax base which projected growth indicated would be needed.

By July of 1967, the Riverside County Superintendent of Schools Office, at the request of the Riverside County Committee on School District Organization, prepared the Riverside County Master Plan for Junior College District Organization. This publication included plans and specifications for including the Corona, Elsinore and Perris school districts in the Riverside Junior College District. Riverside County would be broken up into four junior college districts, with the western portion being the responsibility of our District. See Figure 1.



JUNIOR COLLEGE DISTRICTS

▨ NON-JUNIOR COLLEGE TERRITORY

DATE: 1967

FIGURE 1

The first of the plans which could be said to have elements of strategic planning was entitled, Alternatives to Growth (1976-77). The College President, foreseeing declining enrollments for the first time in twenty five years, appointed a committee chaired by Evan Vail to recommend reasonable ways to deal with the results of a variety of actions which had recently occurred such as the 5% cap in funding support, changes in growth patterns (including expiration of veterans' benefits), local funding and every factor that might affect what could happen at RCC. Many of the recommendations made by the committee were followed and, as a result, the college was better able to survive the funding shocks subsequent to Proposition 13 in 1978, especially after the state surplus dried up three years later.

Another planning instrument, Meeting the Challenge of Change in the Decade Ahead was written in 1982 by Howard Larsen, Assistant Superintendent/Vice President of Academic Services. This covered the concept of strategic planning, the College mission and purpose, and environmental/institutional assessments. The model document contained enrollment projections, local and state demographics and a series of 27 inferences drawn from the data presented. While Alternatives to Growth was concerned with strategies to cope with diminishing student populations, Challenge of Change suggested ways of dealing with projected booming enrollments. For the first time, academic and student services underwent serious program reviews based upon both objective and subjective evidence.

Our Institutional Self Study was written in 1983, to partially fulfill requirements for accreditation by Western Association of Schools and Colleges. With co-chairs, Frank Budd and Patricia Kennedy, leading the way, the entire college participated in describing, appraising and spelling out plans for meeting the nine standards. Included also were responses to selected statewide priorities in cooperation with the Fund for the Improvement of Postsecondary Education.

1.2 Business, Vision and Values

Over the past three years, the President's Strategic Planning Advisory Committees (PSPAC I, II and III) have met to help plan the direction the College should go between now and the end of the century. The three groups consisted of 172 faculty, management, staff and students, representing all segments of the College. In a period of great change and stiff competition, it is important an institution of higher education's vision not become clouded and its principles blurred.

One of the many outcomes of PSPAC was a series of statements about what we are, where we want to go and what are the qualities of an institution most important to us.

OUR BUSINESS

- Riverside Community College is a vital, affordable, personalized, public institution of higher education which provides quality teaching and accessibility to a diverse student population.

OUR VISION

- We will be the leader among community colleges, highly regarded for our commitment to students; respected for excellence in teaching; and recognized as responsible to the communities we serve.

  We will realize our vision by making: "A COMMITMENT TO LEARNING"

OUR VALUES

1. Student Centeredness

   To achieve Student Centeredness, we will:

   - Serve the best educational interests of the students;
   - Offer a comprehensive and flexible curriculum together with programs and services according to diverse and evolving student needs;
   - Treat each student with a sincere, caring attitude and respond to suggestions and constructive criticism from students;
   - Counsel and advise students to help them plan for and progress toward their individual educational goals;
   - Recognize outstanding student performance.

2. Teaching Excellence

   To achieve Excellence in Teaching, we will:

   - Communicate to students a body of knowledge in a creative, stimulating and challenging manner;

- Work to establish student and instructor rapport;
- Maintain the highest standard of professional performance and recognize teaching excellence;
- Promote the exchange of ideas among colleagues and provide opportunities for professional development;
- Clearly define for students course goals, objectives and grading standards, making clear the expectation of high achievement;
- Encourage students to think critically and analytically, applying learned principles, concepts and skills;
- Inspire independence of thought and self-discipline.

3. Learning Environment

To achieve an Environment Conducive to Learning, we will:

- Create an atmosphere in which students and staff find satisfaction in their work and feel pride in achievement;
- Provide comfortable, functional and aesthetically pleasing facilities and grounds;
- Provide and maintain state-of-the-art equipment and ample supplies;
- Provide programs and support services which are responsible to student and community needs;
- Actively support social and academic activities which take place outside of the classroom.

4. Tradition

To achieve a sense of our Traditions, we will:

- Further the traditions of pride, quality, innovation and professionalism found in this institution;
- Share our heritage by making Riverside Community College the educational and cultural center of the community;
- Build for the future on the foundations of our past.

The President's Strategic Planning Advisory Committee's declaration about our Business has replaced the Accreditation Committee's Mission of the College statement. Our Vision is a statement encompassing elements toward which we are striving. Most of the agendas of the College's various committees have at the top, "We will be..." Our Values guide us in our everyday actions and decisions. Does what is being proposed fit one of our Values? If not, we won't do it.

1.3 Goals and Objectives

General Education

Goal: General education is available everywhere in the college. A person informed through general education about the conceptual schemes of the arts, humanities and sciences, who comprehends the structure of society and who thinks clearly about the individual and society will have the tools by which he or she may function efficiently. Such an individual is encouraged to utilize these tools in developing a conception of a commitment to a good life involving able and responsible citizenship, moral and humane relationships and appreciation of the democratic processes and the culture which sustains our society.

Objective: Specifically, the college offers to all of its students a pattern of courses designed to produce an awareness of self and to provide (1) a basic competence with the English language in its written and spoken form; (2) at lease a minimum competence in mathematics; (3) a knowledge of American history and governmental institutions; (4) regard for health--mental and physical--of oneself and of the community at large; (5) a grasp of the principles of the major divisions of human studies, humanities and science, with some understanding of basic disciplines and methodologies; and (6) knowledge in some depth of one subject area.

Transfer or Lower Division Education

Goal: Many students attending Riverside Community College desire the baccalaureate degree. Accordingly, the college is committed to providing transfer and lower division education to qualified students.

Objective: The college provides courses which parallel those of the lower division of the California State University system and of the University of California so that qualified students may transfer to four year public or private institutions.

Occupational-Technical Education

Goal: The college recognizes its responsibility to respond to the changing needs of a highly technological society, and to provide skilled technicians for business, industry, public and private sectors.

Objective: The college provides specialized programs leading directly to employment or for up-dating the skills and knowledge of those already employed. Such programs are developed to meet the needs of the students with the assistance of advisory committees from the occupations concerned.

Remedial or Developmental Education

Goal:	The diverse levels of students' skills demand that the college provide the student with support services to assist them in acquiring those skills that are prerequisite to success in college.
Objective:	The college provides courses in the use of basic learning skills at levels appropriate to those students who must remedy deficiencies. The college provides for pre-assessment, advisement and specialized programs.

Continuing Education

Goal:	Riverside Community College seeks to provide a variety of enriching opportunities responsible to community needs.
Objective:	The college provides courses and activities, both credit and fee-based designed to meet special needs of the community.

Student Services

Goal:	Recognizing the need for a comprehensive learning experience for students, the college provides a wide variety of non-classroom experiences and services which shall assist students in achieving their educational and career goals.
Objective:	The college provides a fully integrated program of admission, orientation, assessment, advisement, placement, and registration for students which in turn, is consistent with the college's overall mission. In addition, the college has developed a wide range of student support services such as financial aid, health services, child care, handicapped services, and similar special education services and programs which along with a comprehensive program of student activities, athletics, fine arts, and student government enhance the student's overall learning experience at the college.

1.4 Board of Governors' Statewide Mission (See Atlas, Section A)

1.5 Board of Governor's Basic Agenda for 1986 (See Atlas, Section B)

1.6 Commission for the Review of the Master Plan for Higher Education

Senate Bill 1570 instructed the Commission to examine and report on California's postsecondary education needs through the year 2000, lower division instruction in all segments, strategies to promote and increase student access to and success in postsecondary education from adult education to graduate instruction, the appropriateness of existing educational delivery systems, and direct and indirect expenditures for postsecondary education, including financial aid.

Having completed its reassessment of the California Community Colleges and the document now in the hands of the Joint Legislative Committee for the Review of the Master Plan for Higher Education, the Commission will now turn its attention to other segments of higher education. There has been and will be much written about the Commission's 68 recommendations, its strengths, weaknesses and omissions. Riverside Community College staff will be studying the Challenge of Change over the next several months to try to anticipate its effects on our operation. As an example, because of recommendation #43 which ties salaries to academic rank, our Board of Trustees has ordered a review of our Board Policy on Academic Rank.

It is also important to recognize that the Commission's recommendations at this time are just that, recommendations. The Commission is scheduled to complete its study and make recommendations to the legislature by January 1, 1987, although an extension is expected to be approved.

1.7 Statewide Goals: A Local Response

Both the Mission Statement and the Basic Agenda of the Board of Governors are in harmony with the goals of the Riverside Community College District. There are still some gray areas in the delineation of functions between the local Board and the Board of Governors, although the Commission for the Review of the Master Plan for Higher Education has recommended a much stronger role for the Board of Governors.

1.7.1 Statewide Mission

Our Board of Trustees believes very strongly in the following sentence from Education Code Section 71023:

> "The work of the board (referring to the Board of Governors) shall at all times be directed to maintaining and continuing to the maximum degree permissible, local autonomy and control in the administration of the community colleges."

The Riverside Community College District is fortunate in having stability and continuity with its Board of Trustees. Two members have served the District since it broke away from the K-12 District in 1964. The other three have had longer than average tenures for community college board members.

The California Community Colleges achieved world-wide prominence as a unique American contribution to higher education before there was a Board of Governors. As a generalization, strong, long-term local boards tend to see the Board of Governors in a lesser role; local administrations with weak or divisive boards are inclined to prefer a powerful Board of Governors and Chancellor's Office.

Under Functions: Student Services, we will be focusing on job placement, evaluation and monitoring of student progress for 1986-87. In the case of the former, at one time we had a model job placement program, but because of reduced funding were forced to reduce it to part-time coverage by an Employment Development Department employee. Only this year, 1985-86, have we restored a position in job placement.

Within the past three years, we have increased both the number of offerings and the levels of instruction in Remediation and Basic Skills Education. This came as a result of a new matriculation program started in 1983. For 1986-87, we will be carefully monitoring the retention and progress of students who went through our remedial programs during the past three years.

1.7.2 Basic Agenda

Basic Agenda Item #1 (Excellence)
We have made great strides in the past few years toward promoting and achieving excellence in our faculty, staff and services. The President's Strategic Planning Advisory Committee (PSPAC) and other staff development activities have had a strong, positive impact on our institution.

Basic Agenda Item #2 (Mission)
We agree with the Board of Governors that students have the "right to succeed," thus obligating our college to use its full resources to help students reach their maximal potential. Priorities within our mission are continually being adjusted. This can be seen in the changing list of College Objectives over a seven year period in the next section.

The Board of Governor's publications on future study (e.g. Contours of Change and Planning and Future-Study) and CPEC's series of background papers for the Commission's long range planning project, A Prospectus For California Postsecondary Education, 1985-2000, have been very helpful in assisting our District to plan.

Basic Agenda Item #3 (Finance)
Because neither the Board of Governors nor anyone else has been able to secure adequate, stable, predictable and equitable funding for the community colleges over the past decade, the Riverside Community College District has had to make some painful adjustments. Inadequate salaries, outdated equipment, reduced support services and reductions in numbers of class sections offered have all conspired to short-change our students. More and more, we spend our creative energies seeking alternate funding sources. The Master Plan Commission's recommendation of an additional $70 million to improve the CCC's is woefully underfunded.

One of the hardest pills for our District to swallow is unequal funding. Why we should receive a lesser amount per ADA (Average Daily Attendance) than the large majority of other California Community Colleges is a concept that is difficult to explain to our taxpayers, and is an open sore with us. This issue needs to be addressed immediately and adjusted, regardless of when and if a simplified system of differential funding is established (Comission Recommendations #62 and #66).

Basic Agenda Item #4 (Governance)
As mentioned above, there is a need to clearly delineate responsibilities of the Board of Governors and the local Board of Trustees; however, even more important is defining the role of the Legislature and the Governor in the operation of California's community colleges. Because of being overregulated and overlegislated, the CCC's

have increasingly lost their earlier flexibility. Community Colleges are neither secondary schools nor are they four year universities. Their governance structure should be patterned after neither.

To have any sense of stability in the CCC system, the Governor and the Legislature are going to have to turn over more of their past involvements with all aspects of community colleges to the Board of Governors and local Boards. The Master Plan Commission will continue to study governance of the CCC's and plans to hire a consultant who will make recommendations prior to their final report in 1987.

Basic Agenda Item #5 (Accountability)
The Chancellor's Office and Board of Governors are indeed in a tough position. Oftentimes, they are caught in the crossfire of expectations from the legislative/executive branch of government and the local districts. For this reason, every effort must be made to have top-quality staff in the Chancellor's Office with caring, helpful attitudes toward the constituencies they serve. The Master Plan Commission's recommendation to remove the Chancellor's Office staff from the State civil service system is a step in the right direction (Commission Recommendation #50).

Every attempt should be made to achieve uniform interpretation of applicable statutes among the independent auditors of the 70 districts.

1.8 Strategic Planning Objectives (See Atlas, Section C)

1.8.1 College Objectives

Each year in May, based upon information from the President's Strategic Planning Advisory Committee, the Board of Trustees, CPEC, Chancellor's Office and other local, state and national sources, the College Objectives for the following academic year are established. Ordinarily, there are eight to ten of them. Figure 2 shows what they have been since 1979, and Figure 3 lists them for 1985-86. We are currently in the process of developing 1986-87 Objectives. In a sense, they are more like goals than objectives in that it is difficult to entirely attain them. Sometimes College Objectives are carried over from one year to the next; at other times, they are dropped, only to return in a few years if we need to concentrate on them once again.

1.8.2 Area, Division/Program and Department Objectives

These are further spin-offs of the College Objectives at three different levels. Every attempt is made to tie these objectives to the College Objectives, but it is not always achieved, particularly at the level of Departments, where their immediate needs are sometimes quite different from those of the College as a whole. Each objective is assigned a number, identifies an individual responsible for its accomplishment and lists a date for its completion. The current complete set of strategic planning objectives may be found in the Atlas, Section C.

FIGURE 2

RIVERSIDE COMMUNITY COLLEGE DISTRICT

College Objectives
1979-1985

1979-80

1. Systematic Evaluation of All Programs
2. Retention of Students
3. Management Information System
4. Personnel System
5. Recruitment of Students
6. Community Needs Assessment
7. Collective Bargaining
8. Systematic Institutional Research
9. Decision-Making
10. College Police and Security

1980-81

1. Marketing the College
2. Inter-Campus Communications
3. Retention of Students
4. College Decision-Making Process
5. Curriculum Redefinition
6. Alternate Funding
7. Community Service
8. College Hour
9. In-Service Training
10. Energy Conservation & Management
11. Institutional Analysis
12. Accreditation (1983)

1981-82

1. Data Processing
    - Finance
    - Student Services
    - Personnel
    - Instruction
2. Communication Services Center
3. Inservice Activities
    - Certificated
    - Classified
    - Management
4. 65th Year
5. Energy
6. Flexible Calendar
7. Alternate Funding
8. Legislative Impact
9. Long Range Planning
10. Instruction
11. Reorganization
12. Accreditation

1982-83

1. Institutional Research
    - Demography of Students
    - Long Range Planning
2. Assess/Advisement/Placement
3. Staff Revitalization
    - Certificated
    - Management
    - Classified
4. Management Information System
5. Personnel Benefits/Retirement
6. Personnel Staff Review
7. Accreditation
8. Marketing the College
9. Retention of Students
10. Program Evaluation
11. Community Services

1983-84

1. Management Information Systems
2. Program/Services Review & Evaluation
3. Alternate Funding
4. Communications
5. Strategic Planning
6. General Education Review
7. Student Affairs - Revitalization
8. Staff Revitalization
    - Classified
    - Management
    - Faculty

1984-85

1. College Information System
2. Marketing
3. Matriculation
4. Finances (Supplementary Funding)
5. Enhancement of Instructional Methodology
6. Curriculum Evaluation
7. Student Recruitment/Retention
8. Learning Environment
9. Esprit de Corps
10. Corona/Norco Educational Development

RIVERSIDE COMMUNITY COLLEGE DISTRICT

FIGURE 3

College Objectives
1985-1986

OBJECTIVE	VALUE(S)	RESPONSIBILITY
1. MATRICULATION/RETENTION Admission--Orientation--Assessment--Advisement--Placement--Registration--Financial Aid--Counseling--Career Planning--Tutorial--Follow-Up/Tracking--Job Placement	STUDENT CENTEREDNESS LEARNING ENVIRONMENT TRADITION	BUDD
2. COLLEGE INFORMATION SYSTEM ISIS, IFIS, HRIS--Stabilization Effort (existing systems)--Research Component--Enhancements (Library, Auxiliary Services, Maintenance and Operations Applications, Inventory System, Graphics Interface, Mailing Lists)--PC Positioning/Training--Staff Development--CAI (Software Inventory Controls)	STUDENT CENTEREDNESS TEACHING EXCELLENCE	MAAS
3. DISTRICT SITE DEVELOPMENT District Master Plan (including funding and demographics)	LEARNING ENVIRONMENT TEACHING EXCELLENCE STUDENT CENTEREDNESS	KANE
RCC-Review Utilization (Master Plan, Arroyo, Student Service Facilities, Parking, Art Gallery, P.E. Facilities)		MATULICH
La Sierra Site (Master Plan, Joint-Use Development, District Administrative Offices, Educational Center)		WOOLLEY
Corona/Norco (Master Plan, Joint Development/City of Norco, Needs Analysis)		BUDD
Moreno Valley (Master Plan, Joint Development, Needs Analysis)		MAAS
4. EDUCATIONAL MASTER PLAN Demographic Study--Needs Assessment--Program Review/Evaluation--Regional Program Coordination (avoid duplication of programs)--Articulation Plans (high schools, four-year colleges, business community)--Programs By Sites--Scheduling of Facilities--Delivery Systems--Alternate Modes of instruction/Technology--Curriculum Evaluation--Instructional Methodology	TEACHING EXCELLENCE STUDENT CENTEREDNESS LEARNING ENVIRONMENT	MAAS/VAIL
5. PHYSICAL ENVIRONMENT Equipment Assessment Analysis--Replacement/Repair Current Equipment--Maintenance/Repair Resources--New Equipment--Room Renovation/Remodel/Upgrade--Heating/Air Conditioning--Energy Management--Campus Beautification	LEARNING ENVIRONMENT STUDENT CENTEREDNESS TEACHING EXCELLENCE TRADITION	WOOLLEY
6. STAFF DEVELOPMENT All Staff (Certificated, Management, Classified)--Esprit de Corps (Recognition of Excellence)--Part-Time/Full-Time Interaction--Master Schedule (workshops, management workshops, opening days)--Grants--Conferences--Faculty Exchange/Guest Lecturers--Evaluation Process (Full-Time/Part-Time)--Professorship	TEACHING EXCELLENCE STUDENT CENTEREDNESS TRADITION	MAAS/BUDD/ MATULICH
7. MARKETING/RECRUITMENT OF STUDENTS Needs Analysis (internal/external)--Demographics--High School Relations (department/programs)--Older Adults--Recruit to College's Strength (highlight key faculty, exciting programs)--Community Identity (presence, image)--Programs--Business/College/Community Interface--Advisory Committees--Support Groups--Quality Publications--Media Events--Child Care	STUDENT CENTEREDNESS TRADITION TEACHING EXCELLENCE	BUDD/ RUBALCABA
8. RECRUITMENT OF STAFF Identify Needs (short term, long range)--Recruitment of Minorities--Superior Candidates--Action Plan for Staffing--Review Interview Process--Review Selection Process--Aggressive Recruitment (use of consultants, placement services, identify outstanding candidates in the area, seek potential "Greats")--Review Incentives	TEACHING EXCELLENCE STUDENT CENTEREDNESS LEARNING ENVIRONMENT TRADITION	MATULICH/ KANE

2.0 THE PLANNING PROCESS AND THE PLAYERS

A comprehensive plan for a college can be thought of as a sailing ship. Sometimes the sea is calm, at other times rough, accompanied by conflicting winds and driving rain from above and submerged rocks and denizens of the deep, posing additional threats from below. (See Figure 4). There are many positive forces helping to propel us forward, but there are also some forces which have the potential for being positive and/or negative.

Thoughtful planning helps overcome turbulent periods. Our Vision statement (Section 1.2) gives us a broad sense of direction while our Business statement outlines the parameters of what our mission is. Being true to our Values, helps us not only to move toward our Vision but also to determine what our day-to-day activities should be. Our College Objectives (Section 1.8) give us our specifically stated yearly chart as we strive toward reaching our Vision.

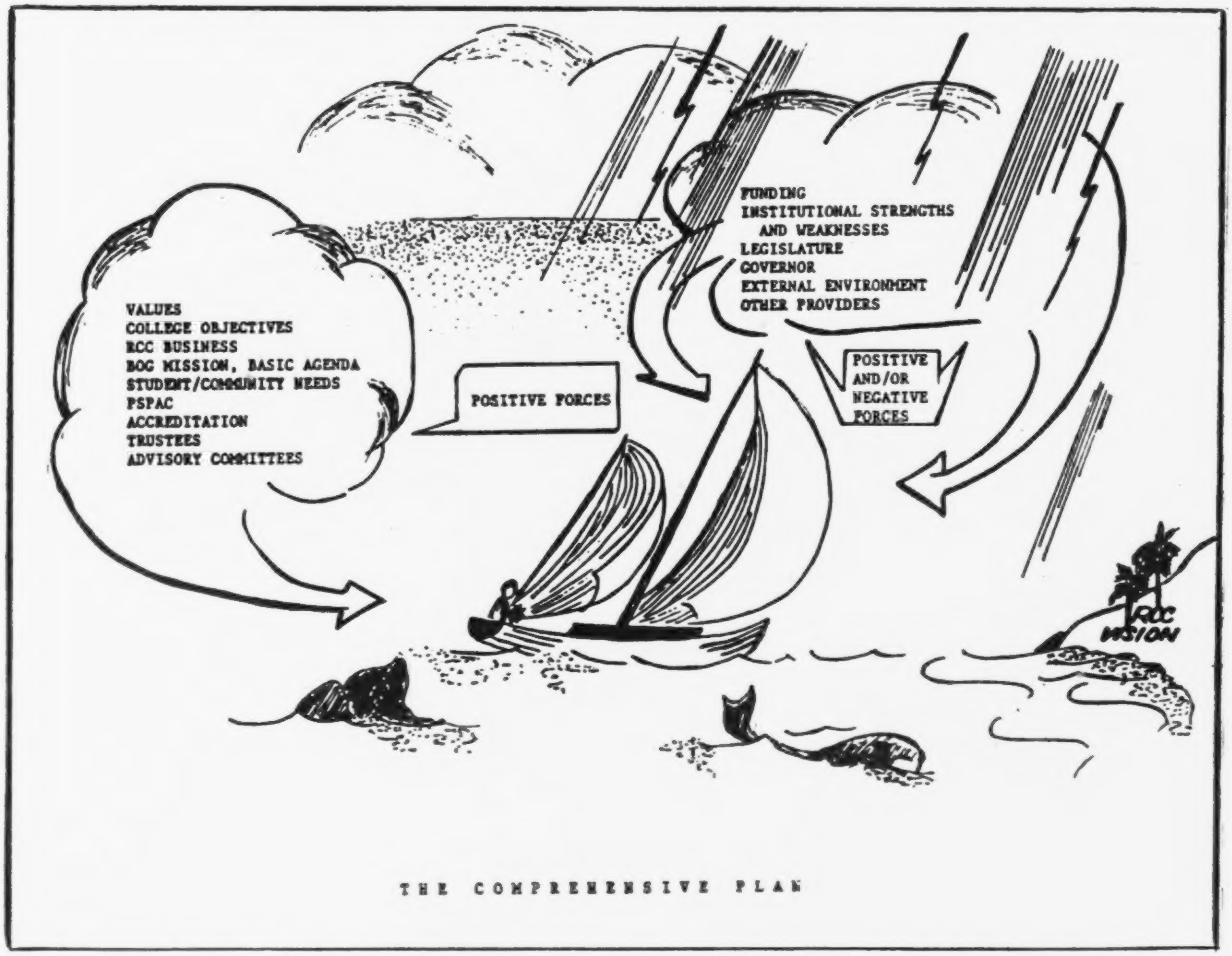

VALUES
COLLEGE OBJECTIVES
RCC BUSINESS
BOG MISSION, BASIC AGENDA
STUDENT/COMMUNITY NEEDS
PSPAC
ACCREDITATION
TRUSTEES
ADVISORY COMMITTEES
POSITIVE FORCES
FUNDING
INSTITUTIONAL STRENGTHS AND WEAKNESSES
LEGISLATURE
GOVERNOR
EXTERNAL ENVIRONMENT
OTHER PROVIDERS
POSITIVE AND/OR NEGATIVE FORCES
RCC VISION
THE COMPREHENSIVE PLAN

FIGURE 4

2.1 PROCESS

Strategic planning is an ongoing, ever-changing, fluid process. It is our job to synthesize the information coming from both the external and internal environments, know what our special niche in higher education is, maximize our strengths and get on with our Business.

The Comprehensive Plan for the Riverside Community College District is not a document of blueprints for future projects, stored on a shelf to be consulted periodically. It is more a state of mind, an attitude of all the individuals involved in the process of tending to our Business, upholding our Values and reaching our Vision. In our planning process, we involve more people than most colleges. We use both a "top-down" and "bottom-up" approach, with the latter getting a great deal of attention during the past three years.

An overview of the planning process is illustrated in Figure 5A. The process, the same either for a large, comprehensive plan or for all the various smaller, sub-plans is a continual one. Figure 5B shows some of the elements which go into a Comprehensive Plan over a one year period of time.

The Planning Process

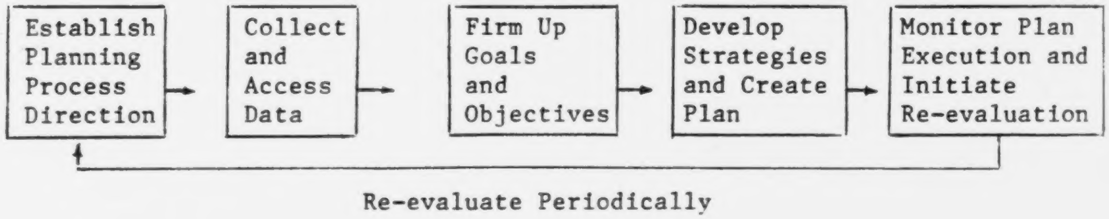

Establish Planning Process Direction
Collect and Access Data
Firm Up Goals and Objectives
Develop Strategies and Create Plan
Monitor Plan Execution and Initiate Re-evaluation
Re-evaluate Periodically

Figure 5A

2.2 PLAYERS

2.2.1 Board of Trustees

The Board of Trustees determines the overall direction of the District. They are continually up-dated on all aspects of the District by the Superintendent/President. At each Board Meeting (1st and 3rd Tuesday of each month), there are presentations on different facets of our current operations and progress reports on various projects including plans pertaining to the District's future. The Trustees also participate in planning conferences with staff and consultants. They are actively involved in planning.

RIVERSIDE COMMUNITY COLLEGE DISTRICT
COMPREHENSIVE PLANNING
1985-1986

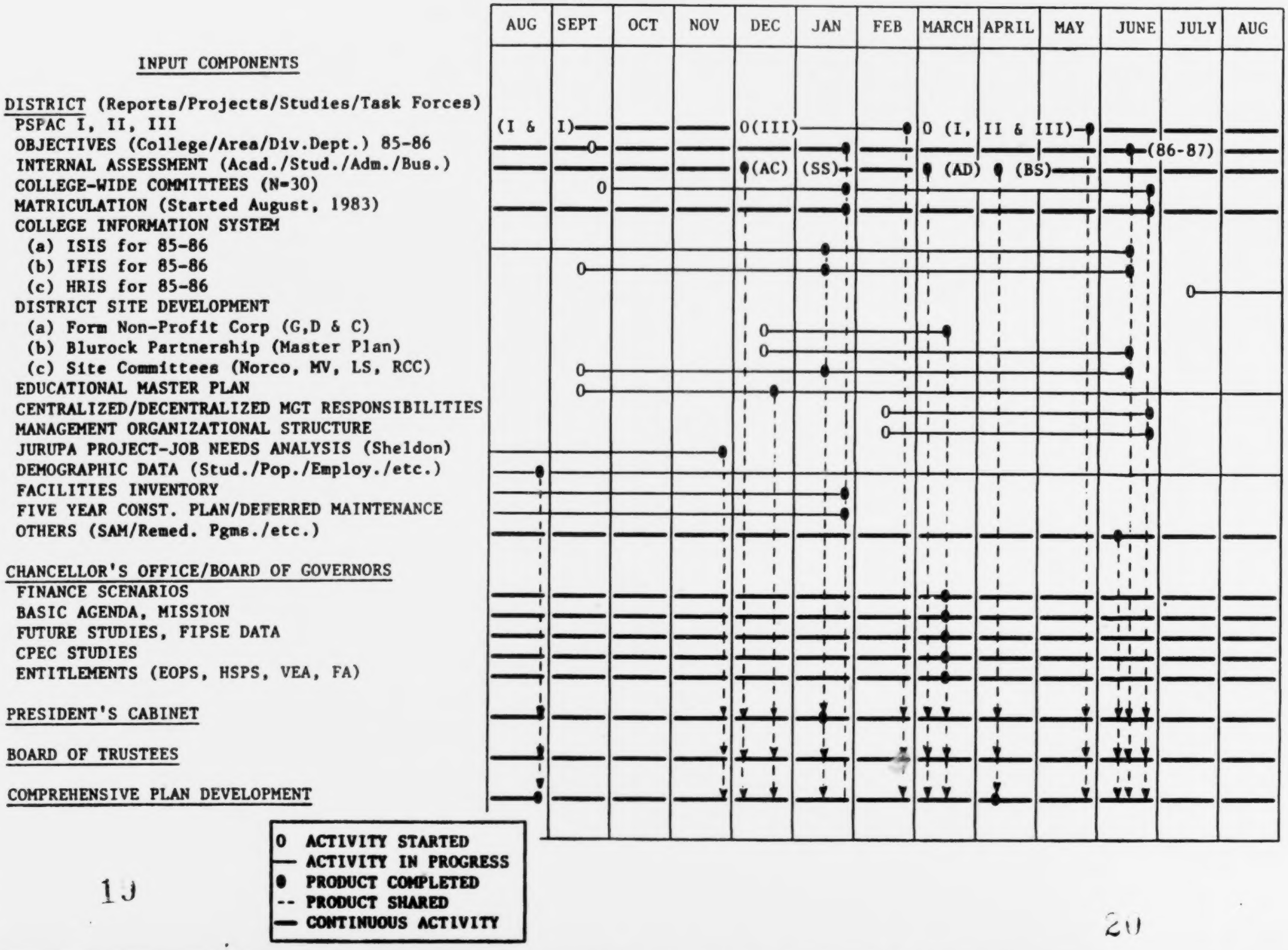


FIGURE 5B

2.2.2 Superintendent/President

Leadership in planning is provided by the Superintendent/President. Under the Superintendent/President are the Dean of Research and Planning, the Assistant to the President and the Director of the Riverside City College Foundation. All three have important functions in planning, but the key role is played by the Superintendent/President.

2.2.3 President's Cabinet

This group, chaired by the President, consists of the four top administrators in academic, administrative, business and student services. The offices of research and planning, assistant to the president, foundation, personnel and public information are also invited participants. The Cabinet is the group which, historically, has had heaviest responsibilities in the planning process. Each semester, the Cabinet is involved in marathon planning sessions of 1-2 days.

2.2.4 President's Strategic Planning Advisory Committees (PSPAC I, II and III)

One of the things that makes Riverside Community College different from most other community colleges is the use of large groups in its planning process. Before the inception of PSPAC I in the spring of 1984, the President's Cabinet played the primary role in planning. If five or six people can develop and express their ideas about the future of the College, why not capture the thinking of ten times that many? That was the reason for PSPAC's birth. Another group was created in 1985 (PSPAC II), to review the work of PSPAC I and also serve as a problem identifying and solving task force, and a third group was started in November, 1985, to try to meet the time-line established for producing the first draft of the Comprehensive Plan in April. Membership of PSPAC I, II and III totals 172 faculty, management and staff members. For the first time, students were included on PSPAC III. In the summer of 1986, a highly concentrated version of PSPAC (PSPAC IV) was held during a one week period, five hours a day for five days.

All four committees went through a common core of reading: case studies of The Saturday Evening Post, L.L. Bean, Inc. and Gold Toe Socks (Great American Knitting Mills), Megatrends (Naisbitt), Academic Strategy (Keller), Getting to Yes (Fisher and Ury) and Riverside City College, 1916-1981 (Jimenez and Johnson), and other local research and demographic materials. In addition, PSPAC II read Self Renewal by John Gardner.

PSPAC members decided what business Riverside Community College is in, its vision as it looks toward the end of this century and into the next, and the values it holds. Furthermore, the committees are very influential in determining the yearly College Objectives. Besides many peripheral benefits to both participants and the College, many concrete outcomes this past year have been directly or indirectly attributed to PSPAC. PSPAC'ers play key roles in the selection of new staff and other committees and task forces that move the College ahead.

2.2.5 Strategic Planning Objectives (see Atlas, Section C)

As mentioned in Section 1.8, the College develops and ranks from 8-12 College Objectives on a yearly basis. Each college objective is tied either directly or indirectly into one of our four values (see Section 1.2). The full resources of the College, in the form of personnel and funding, are devoted to accomplishing each of the objectives. College/Area/Division/Program/Department Objectives (see Atlas, Section C) are examples of short-term, year-to-year planning.

2.2.6 Internal Assessment (see Atlas, Sections D, E, F and G)

Every employee of the District is involved in internal assessment. Each year, the College carries out a program review of its four major service components: academic, administrative, business and student. Two are due each November, the other two in April. This process has been very helpful to the College in determining which of its programs are cost-effective and which are not, which courses/programs are increasing, which declining and which are stable.

When first introduced in 1982, some faculty and staff were quite apprehensive about having their programs evaluated. However, after the first year, the process has been taken in stride; although faculty or staff with a program on "caution" will not have his/her anxieties alleviated until he/she does some things to bring such programs up to a required level of expectation. Every effort is made to strengthen weak programs, but some just don't make it. See Atlas, Sections D, E, F and G.

2.2.7 Accreditation Committees (see Atlas, Section H)

Prior to our last accreditation by Western Schools and Colleges in October, 1983, a large number of faculty and staff were involved in developing the Institutional Self-Study. Each of the standards had a committee of 15-20 members, consisting primarily of faculty but with some representation from classified staff. Each of the nine standards was co-chaired by a faculty member and a manager. The Self-Study contained many plans for each one of the standards. In addition, the Accreditation Team made 17 specific recommendations after their visit. To monitor the responses to each of the recommendations and plans, an Accreditation Committee was established by the Superintendent/President. Team recommendations and college plans have received serious attention. In some cases, accomplishments are clear; in others, the process is ongoing and it is not possible to identify an ending point with a specific product. The committee's latest progress report may be found in the Atlas, Section H.

2.2.8 College-Wide Committees

At the beginning of the 1985-86 academic year, full-time faculty members were asked to select and rank in order of preference five committees out of a possible 36 on which they would prefer to serve. Each faculty member was assigned two committees. There is a committee for each of our college objectives and one for each of our four sites (Riverside, La Sierra, Moreno Valley and Corona/Norco). In addition, there are committees on futures, affirmative action, budget, campus beautification, parking, scholarships, etc. Through these committees, each faculty member participates in shaping the college's direction. We will evaluate both the process and the product of the committee structure later this spring.

2.2.9 President's Council

Besides a two-day planning conference held off-campus just prior to the opening of the fall semester, the President's Council meets twice each month. Approximately 35 managers, both certificated and classified, are included. It is through this group that important items are filtered to and from faculty and staff.

2.2.10 Academic Senate

Nineteen senators, representing different academic disciplines, meet on a regular basis. The President of the Academic Senate has an established meeting time with the Superintendent/President to discuss and take action on topics of concern, including trends and directions in academe. The Board of Trustees has a regular slot on its agendas for reports from the Academic Senate.

2.2.11 Advisory Committees

Advisory committees are established in instructional areas where the advice and support of business, labor and industry are necessary to maintain a high quality occupational program. These committees assist the college staff in the development of occupational education programs which are based on the real needs of the area and which will prepare students for employment. Besides being a source of public counsel, the committee members are expected to criticize perceived shortcomings in any of the programs. A handbook outlines Advisory Committee functions, selection qualifications, responsibilities and procedures. Many of our distinguished citizens have served, and the College is much richer for their helpful counsel.

2.2.12 Students

Students have served and are serving on many committees and task forces within the College. The President of the Associated Students, Riverside Community College sits as a non-voting member of the Board of Trustees and regularly gives a student report at the meetings. As difficult as it is for a few students to speak for all students because of their great diversity, the College, nevertheless, listens when students speak.

All of the above elements are essential in the planning process and are having a healthy impact on the direction in which the College is moving.

Figure 6 outlines the way the Chancellor's Office plans to make use of each college's/district's Comprehensive Plan.

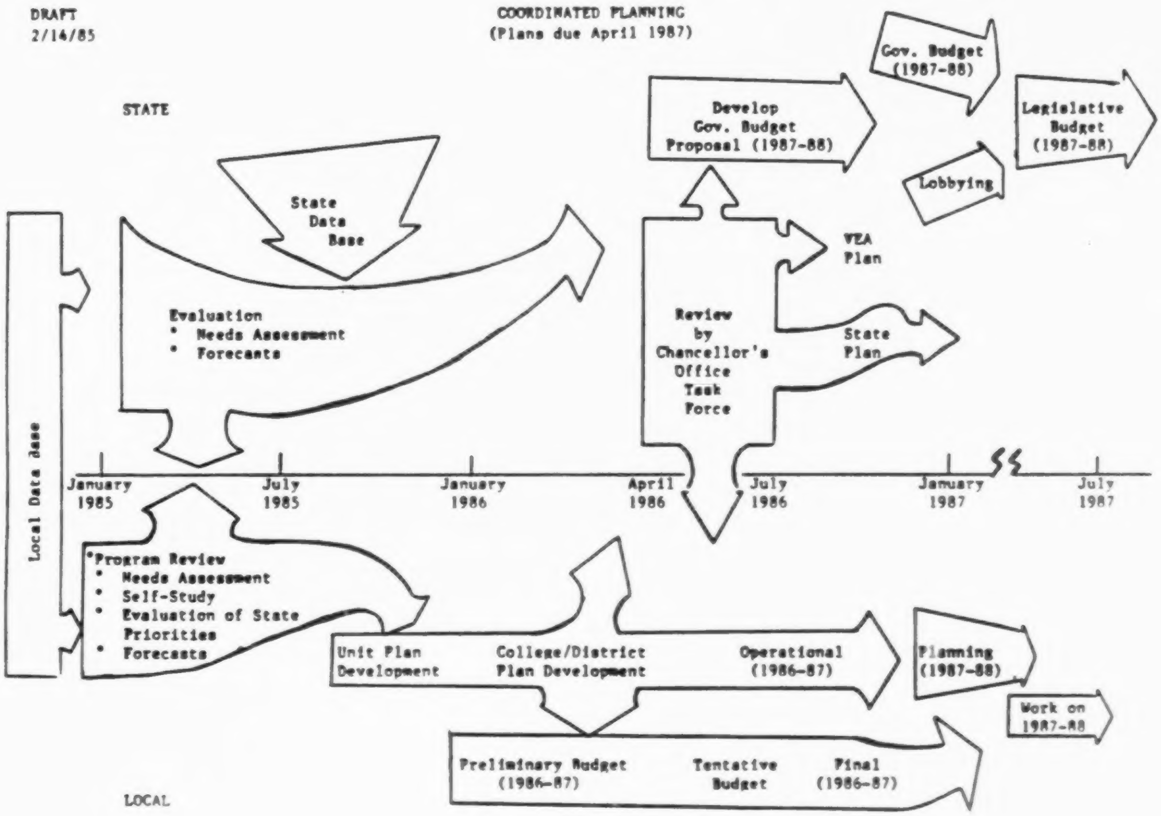

DRAFT
2/14/85
COORDINATED PLANNING
(Plans due April 1987)
STATE
State
Data
Base
Evaluation
• Needs Assessment
• Forecasts
Develop
Gov. Budget
Proposal (1987-88)
Gov. Budget
(1987-88)
Legislative
Budget
(1987-88)
Lobbying
VEA
Plan
Review
by
Chancellor's
Office
Task
Force
State
Plan
Local Data Base
January
1985
July
1985
January
1986
April
1986
July
1986
January
1987
July
1987
Program Review
• Needs Assessment
• Self-Study
• Evaluation of State
Priorities
• Forecasts
Unit Plan
Development
College/District
Plan Development
Operational
(1986-87)
Planning
(1987-88)
Work on
1987-88
Preliminary Budget
(1986-87)
Tentative
Budget
Final
(1986-87)
LOCAL

FIGURE 6

3.0 THE DISTRICT AND THE EXTERNAL ENVIRONMENT

3.1 The District

The Riverside Community College District, consisting of 440 square miles of both urban and rural land, lies in the north-west corner of Riverside County. This is the most populous portion of the county and contains most of the commercial, industrial and governmental activity. There are six school districts within the community college district, five unified school districts (Riverside, Alvord, Jurupa, Moreno Valley and Corona-Norco) and one elementary school district (Val Verde). The Corona/Norco USD of 155 square miles became a part of the District on July 1, 1984. There are four incorporated cities in the district: Riverside, with a population of 192,200; Corona, 44,900; Norco, 22,950; and the newest city, Moreno Valley, which was incorporated in December, 1984 with a population of approximately 65,400. The Jurupa area is presently weighing the pros and cons of incorporating.

Besides the Riverside City College campus of approximately 87 acres, the District owns 119 acres of undeveloped land in the La Sierra area and on June 4, 1985, acquired 141.86 acres of federal land in Norco. We have recently acquired (through a gift) over 100 acres of property in the Moreno Valley area. See Figures 7A (School Districts) and 7B (Zip Codes).

3.2 Population and Housing Growth

Various forecasters such as Chase Econometrics of Pennsylvania (a subsidiary of Chase Manhattan Bank), Wall Street Journal, Kipplinger California Letter, U.S. News and World Report and the Los Angeles Times have predicted that the Riverside-San Bernardino-Ontario Standard Metropolitan Statistical Area (also known as the Inland Empire) will be one of the fastest growing areas in the nation over the next five years.

California State Department of Finance projections (See Figure 8A) show the Riverside-San Bernardino Metropolitan Region to be the fastest growing in the state between 1980 and 2000. Further, its projections also show the Inland Empire is expected to have the largest percentage increase in the 15-24 year old population during the same period. (See Figure 8B)

Riverside County continues to be the fastest growing of the state's largest counties, those with over 200,000 residents. The City of Riverside is California's eleventh largest city. Most of Riverside County's growth is the result of new residents moving into the area. In 1984, the County added 33,000 residents, 26,746 because of in-migration. This 80% in-migration rate of recent growth is nearly double that of other counties.

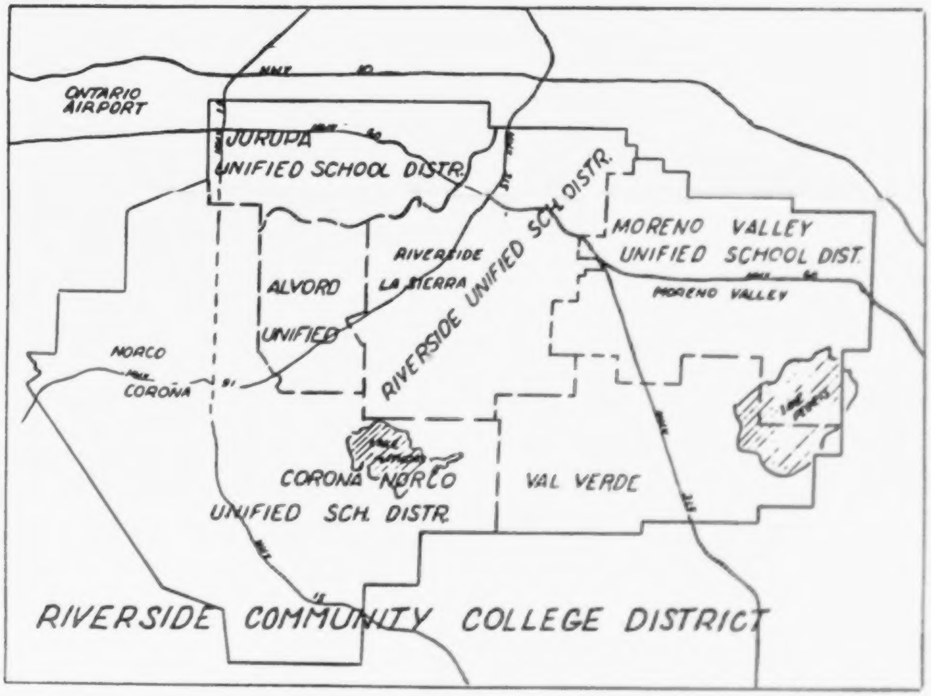

ONTARIO AIRPORT
HWY 10
HWY 60
JURUPA UNIFIED SCHOOL DISTR.
RIVERSIDE UNIFIED SCH. DISTR.
MORENO VALLEY UNIFIED SCHOOL DIST.
HWY 60
MORENO VALLEY
RIVERSIDE
LA SIERRA
ALVORD UNIFIED
NORCO
HWY 91
CORONA
CORONA NORCO UNIFIED SCH. DISTR.
VAL VERDE
HWY 215
HWY 15
RIVERSIDE COMMUNITY COLLEGE DISTRICT

FIGURE 7A

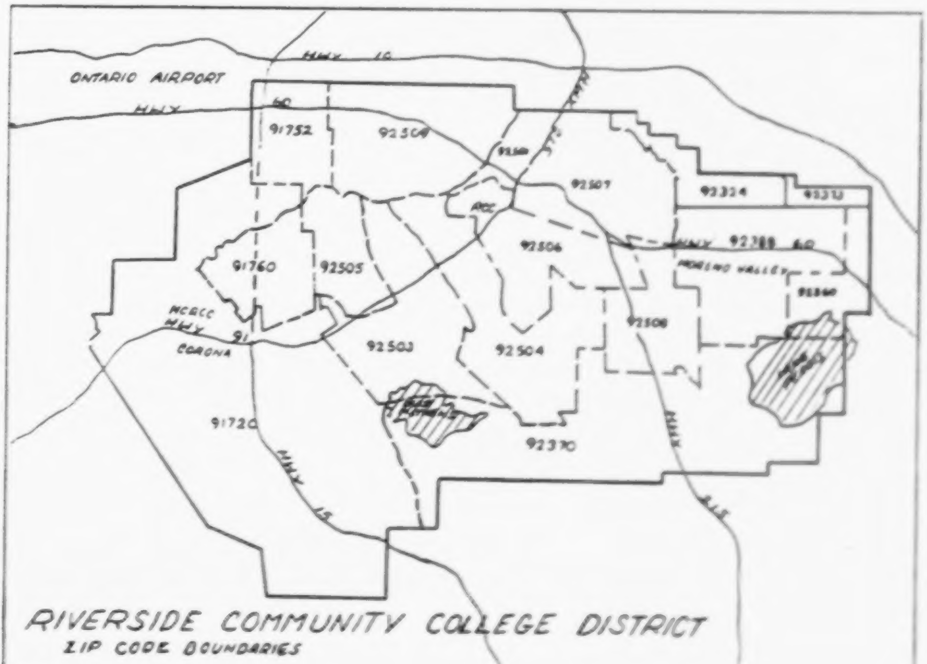
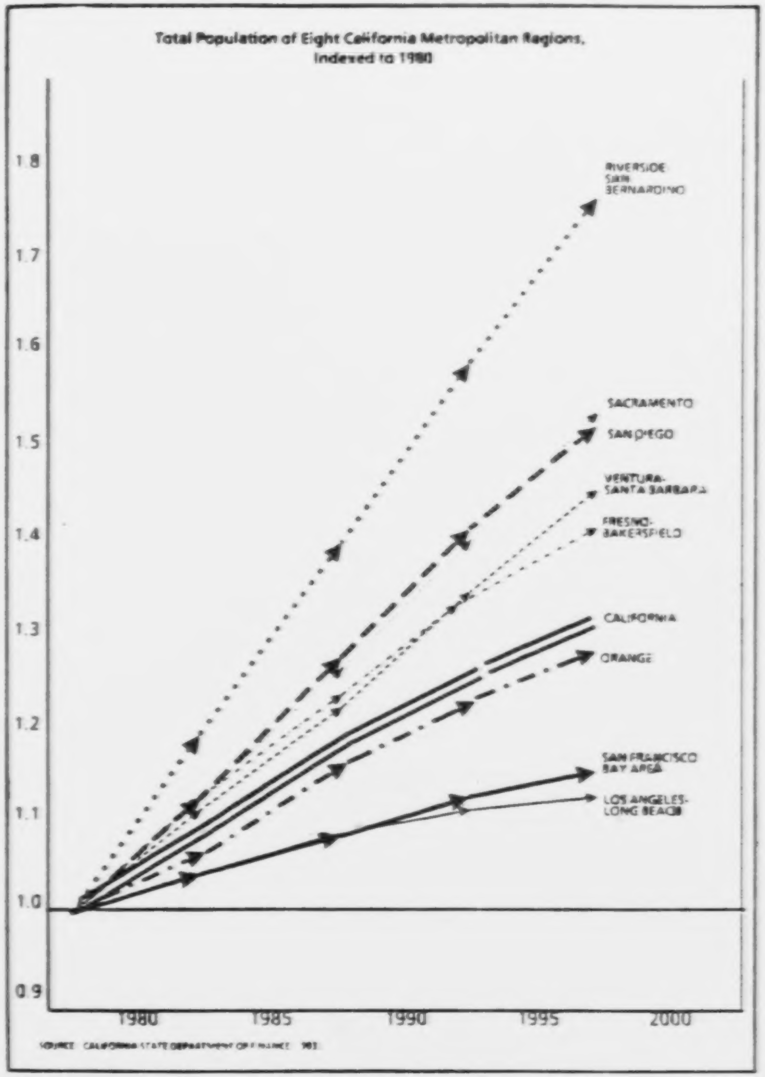

HWY 10
ONTARIO AIRPORT
HWY 60
91752
92509
92507
RCC
92324
92506
HWY 92388 60
MORENO VALLEY
91760
92505
NORCO
HWY 91
CORONA
92503
92504
92508
91720
92370
HWY 15
HWY 215
RIVERSIDE COMMUNITY COLLEGE DISTRICT
ZIP CODE BOUNDARIES

FIGURE 7B

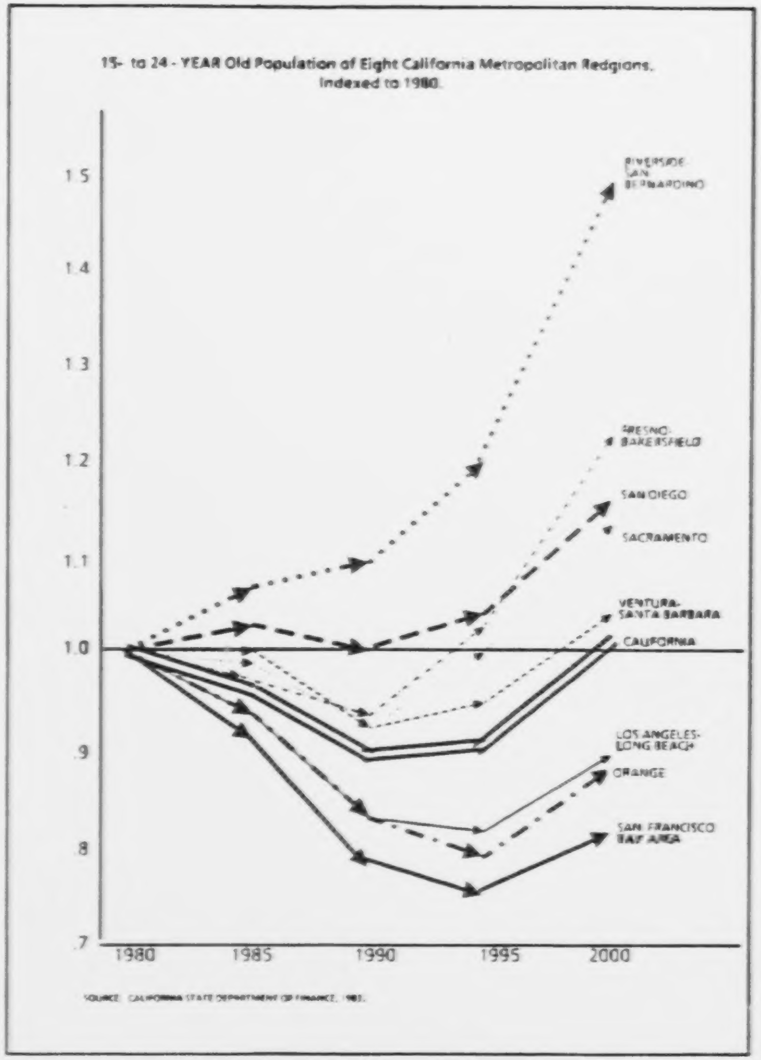
26



Total Population of Eight California Metropolitan Regions, Indexed to 1980

SOURCE: CALIFORNIA STATE DEPARTMENT OF FINANCE, 1983.

FIGURE 8A



15- to 24 - YEAR Old Population of Eight California Metropolitan Redgions, Indexed to 1980.

SOURCE: CALIFORNIA STATE DEPARTMENT OF FINANCE, 1983.

FIGURE 8B

Home seekers from Orange and Los Angeles counties have moved eastward seeking less expensive land and homes. According to the Construction Industry Research Board, the average price of a home in Moreno Valley in 1984 was $84,000 compared to $166,000 for Orange County. With the completion of Interstate 15 between State highways 60 and 91 in 1988, the Mira Loma/Norco/Corona area will become a part of one of the prime business corridors in Southern California. This will give the District a complete set of freeways which crisscross it from a variety of directions. The District is served by the Riverside (91) and Pomona (60) freeways, Interstate highways 10, 15 and 215, the Union Pacific and Southern Pacific Railroads and the Riverside Municipal and Ontario International Airports.

The Riverside County Planning Department, participating with the Southern California Association of Governments (SCAG), recently developed projections for Riverside County by Regional Statistical Area (RSA). Riverside county is divided into 12 RSA's for projection purposes. The County is predicted to increase its 1980 population of 643,900 to 1,201,000 people by the year 2000, an increase of 547,000 people or nearly 84%. Over the same period of time, housing increases are estimated at 94%.

The Riverside Community College District consists primarily of RSA 45 (Jurupa), 46.1 (Moreno Valley), 46.2 (Riverside/Corona/Norco), 46.3 (Lake Mathews/Temescal Valley), and approximately 31% of RSA 47 (Perris/Val Verde).

Table 1 shows a 73% increase in population while Table 2 indicates an 86% increase in housing units between 1980 and 2000 for the RSA's comprising the District.

TABLE 1

SCAG-82 POPULATION GROWTH FORECAST

Regional Statistical Area		1980	1985	1990	1995	2000	% Increase (1980-2000)
45	Jurupa	49,000	57,000	66,000	74,000	81,000	+65%
46.1	Moreno Valley	28,000	48,000	66,000	85,000	102,000	+264%
46.2	Riverside/Corona/Norco	240,000	255,000	275,000	294,000	314,000	+31%
46.3	Lake Mathews/Temescal	17,000	32,000	51,000	66,000	77,000	+353%
47	Val Verde (31% of Perris)	13,000	17,000	20,000	24,000	27,000	+108%
	TOTALS	347,000	409,000	478,000	543,000	601,000	+73%
	% Increase from Previous Period		+18%	+17%	+14%	+11%	

TABLE 2

SCAG-82 HOUSING GROWTH FORECAST

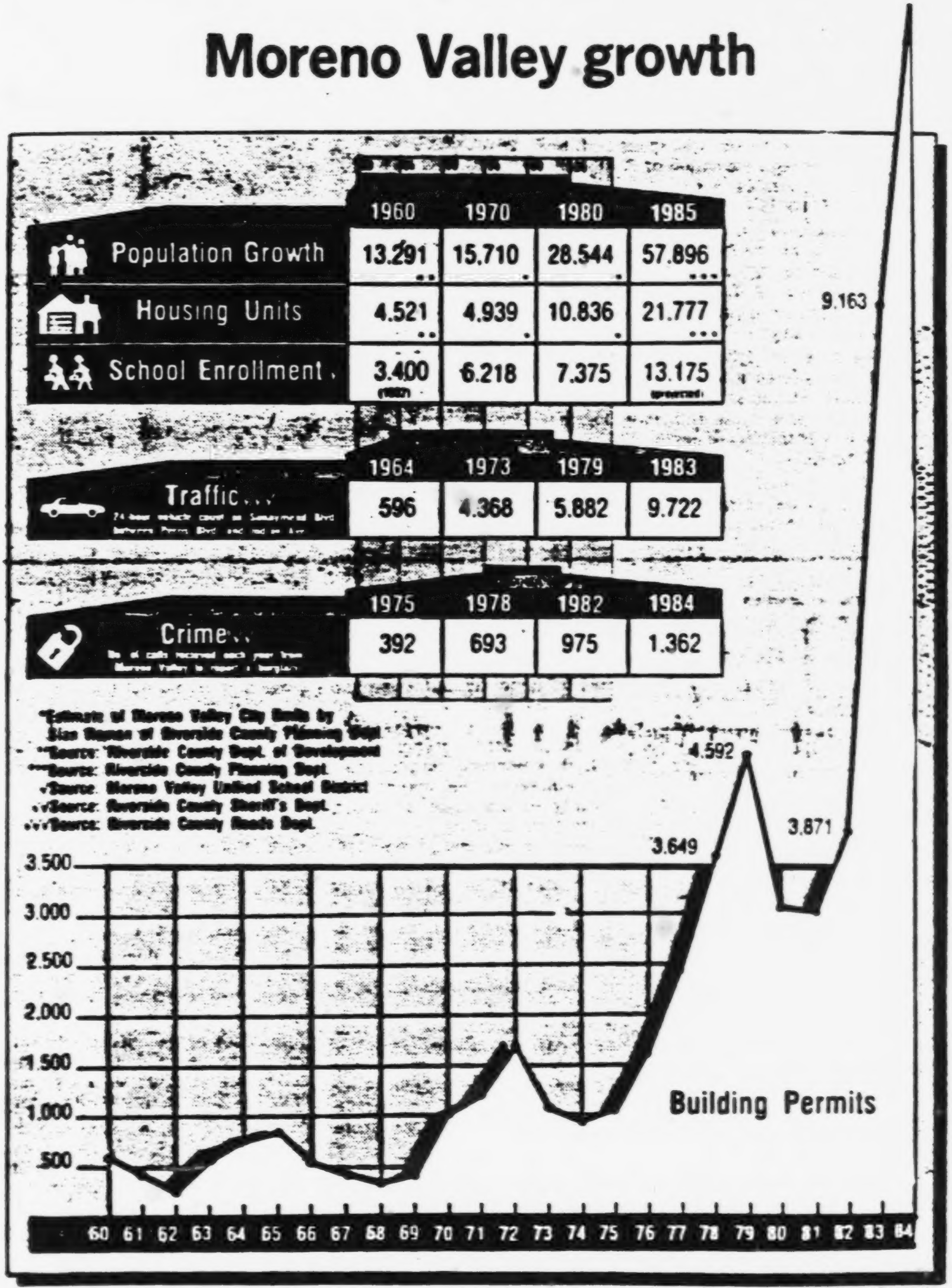
Regional Statistical Area		1980	1985	1990	1995	2000	% Increase (1980-2000)
45	Jurupa	17,400	21,000	24,000	28,000	31,000	+78%
46.1	Moreno Valley	10,000	18,000	26,000	33,000	40,000	+300%
46.2	Riverside/Corona/Norco	86,000	92,000	101,000	110,000	118,000	+37%
46.3	Lake Mathews/Temescal	5,000	12,000	19,000	25,000	30,000	+500%
47	Val Verde (31% of Perris)	6,000	8,000	10,000	11,000	13,000	117%
	TOTALS	124,400	151,000	180,000	207,000	232,000	+86%
	% Increase from Previous Period		+21%	+19%	+15%	+12%	

More recent information indicates household size throughout Southern California has increased since 1980 from slightly less than 3 persons per household to a little more than 3. Thus, if the housing projections in Table 2 are correct, and this trend continues, the population figures in Table 1 will increase. Some families have recently doubled up, to alleviate housing expense; also, Hispanic families, which are one of the fastest growing ethnic categories, tend to have larger families than other cultural groups.

The Moreno Valley area is growing faster than the SCAG estimates. Table 1 shows a 1985 population of 48,000. More recent Riverside County Planning Department estimates for 1985 were for 10,000 more people than the table shows. A 1986 population has been estimated to be about 65,000. In the last 5 years, the population has doubled. Between 1970 and 1980, it took 10 years to double the population. Building permits were less than 500 per year in the late '60s. In 1984, they were over 12,000. Projected school enrollments are up nearly 80 percent from 1980. In 1985, Moreno Valley High School graduated 386 students. A graduating class of 1,000 is expected by 1988. The Mayor of Moreno Valley envisions the city reaching SCAG's estimates for the year 2000, ten years earlier than predicted. See Figure 9.

The population movement from Orange and Los Angeles Counties to Riverside County is similar to what happened earlier when Orange County was the bedroom community of Los Angeles County. For example, 25% of the employees of Rockwell International, located in Orange County, have recently shifted their residence to either Riverside or San Bernardino Counties.

Business and industry generally move in after the population has moved in. Thus far, however, the mass movement of employers which generally follows the movement of its employees has not occurred. There will be new, revised SCAG projections in 1987.



Moreno Valley growth

	1960	1970	1980	1985
Population Growth	13.291 **	15,710 *	28.544 *	57.896 ***
Housing Units	4.521 **	4.939 *	10.836 *	21.777 ***
School Enrollment √	3.400 (1962)	6.218	7.375	13.175 (projected)

	1964	1973	1979	1983
Traffic √√√ 24-hour vehicle count on Sunnymead Blvd between Perris Blvd. and [illegible] Ave.	596	4.368	5.882	9.722

	1975	1978	1982	1984
Crime √√ No. of calls received each year from Moreno Valley to report a burglary	392	693	975	1.362

*Estimate of Moreno Valley City Limits by [illegible] Bureau of Riverside County Planning Dept.
**Source: Riverside County Dept. of Development
***Source: Riverside County Planning Dept.
√Source: Moreno Valley Unified School District
√√Source: Riverside County Sheriff's Dept.
√√√Source: Riverside County Roads Dept.

Building Permits
3.500
3.000
2.500
2.000
1.500
1.000
500
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81
82
83
84
3.649
4.592
3.871
9.163

Staff graphic by Paul Gonzales

RIVERSIDE PRESS-ENTERPRISE 8/11/85

FIGURE 9

31

BEST COPY AVAILABLE

3.3 K-12 Enrollments in District

Table 3 illustrates a sizable increase in 11th grade enrollments over current 12th grade students. What that means to us is that there should be a good jump in enrollment for fall, 1987. Since recent high school graduates tend to provide the bulk of full-time students, our WSCH/ADA percentage should increase even more than enrollments at that time.

K-12 ENROLLMENT, 1985

Grade Level	**Val Verde**	**Perris High**	**Alvord**	**Corona Norco**	**Jurupa**	**Moreno Valley**	**Riverside**	**Totals**
k	230	0	1013	1345	1001	1352	2131	7072
1	204	0	919	1335	1065	1352	2098	6973
2	181	0	879	1234	998	1185	2007	6484
3	180	0	872	1218	934	1210	1993	6407
4	181	0	832	1121	919	1110	1909	6072
5	163	0	839	1171	882	1000	1830	5885
6	148	0	745	1158	901	939	1866	5757
7	0	580	762	1167	871	999	1819	6198
8	0	583	752	1280	813	887	1887	6202
9	0	669	864	1388	1228	1160	2404	7713
10	0	604	864	1353	963	886	2314	6984
11	0	658	795	1355	730	735	1930	6203
12	0	144	504	897	474	447	1435	3901
TOTAL	1287	3238	10640	16022	11779	13262	25623	81851

SOURCE: California Basic Educational Data System (CBEDS) Amended 12/31/85

TABLE 3

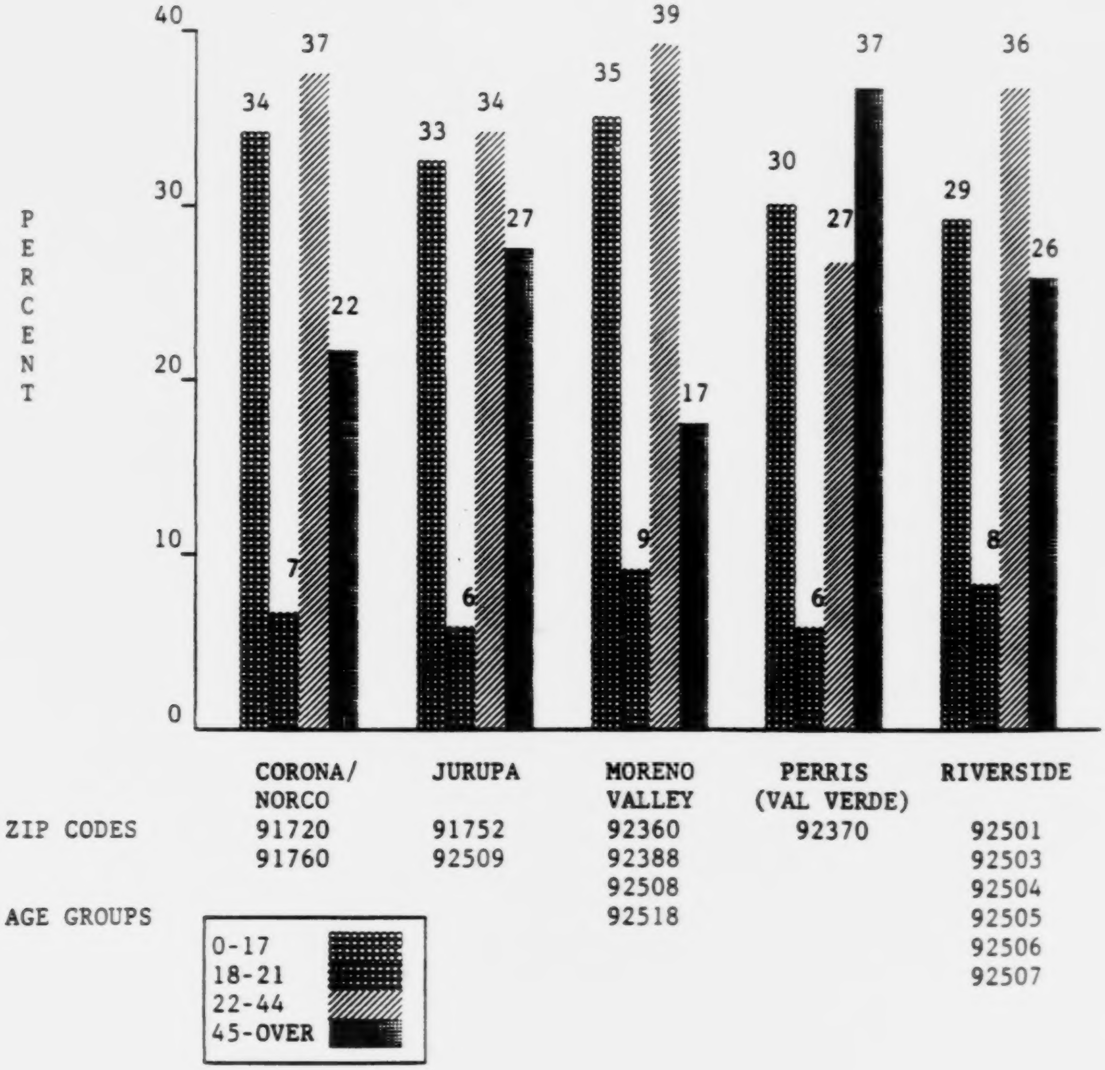
3.4 District Population and Age Cohorts

Figure 10 shows Moreno Valley has the youngest population (ages 0-17) of the District's five areas while Perris has the most elderly population (age 45 and above). Only 17% of Moreno Valley's population is over 45 while 37% of Perris' is. Moreno Valley also has the highest percentage of college-age youth (18-21). This is reflected in their high participation rates of enrollment at the College.

There are also lots of older people in the Jurupa area, with 27% of their population being 45 or over. Riverside has the lowest percentage of young people, 0-17, while Perris has the lowest percentage in the 22-44 age range.

RIVERSIDE COMMUNITY COLLEGE DISTRICT

DISTRICT POPULATION AND AGE COHORTS



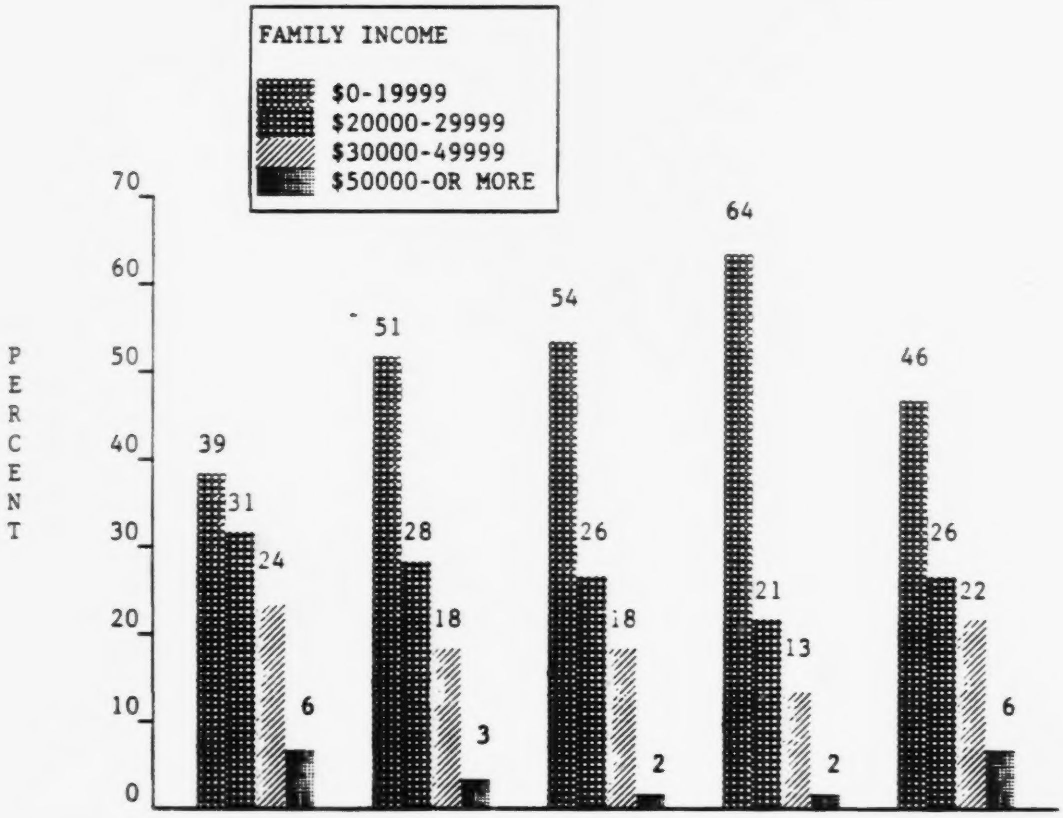
SOURCE: 1980 CENSUS

FIGURE 10

3.5 Distribution of Family Income by Zip Code

Perris, with its high percentage of older adults, also has the highest percentage of low family income (see Figure 11). Corona-Norco, perhaps by being closest to high-paying jobs in Orange County, has the most affluent mix of income--lowest percentage on the low end of the scale and highest in the upper two cohorts.

RIVERSIDE COMMUNITY COLLEGE DISTRICT
DISTRIBUTION OF FAMILY INCOME BY ZIP CODE



ZIP CODES	CORONA/ NORCO	JURUPA	MORENO VALLEY	PERRIS (VAL VERDE)	RIVERSIDE
	91720 91760	91752 92509	92360 92388 92508 92518	92370	92501 92503 92504 92505 92506 92507

SOURCE: 1980 CENSUS

FIGURE 11

Table 3 illustrates another way of looking at family income. Currently, the federal bench mark for financial aid is $32,500. Normally, a student whose family income is above that figure is not eligible for assistance. Allowing for inflation, the closest meaningful figure obtainable from the 1980 Census to use as a point of reference is $30,000. Of the District population's family income, 74% falls below $30,000. The Val Verde/Perris area has the highest percentage in that category; Corona-Norco, the lowest. The wealthiest area is Central-South Eastern Riverside, Zip Code 92506, which has only 55% below $30,000 family income.

RIVERSIDE COMMUNITY COLLEGE DISTRICT
PERCENTAGE OF FAMILY INCOME BELOW $30,000

AREA	ZIP CODE	TOTAL FAMILIES WITHIN ZIP CODE	TOTAL FAMILIES EARNING BELOW $30,000	PERCENTAGE BELOW $30,000
CORONA/NORCO				
Corona	91720	13,079	9,685	74%
Norco	91760	4,652	2,733	59%
TOTALS:		17,731	12,418	70%
JURUPA				
Mira Loma	91752	3,041	2,379	78%
Rubidoux	92509	9,366	7,453	80%
TOTALS:		12,407	9,832	79%
MORENO VALLEY				
Moreno	92360	275	196	71%
Sunnymead	92388	5,894	4,529	77%
Riverside South/East	92508	1,502	1,260	84%
MAFB	92518	689	660	96%
TOTALS:		8,360	6,645	79%
PERRIS (Val Verde)				
Val Verde	92370	5,641	4,758	84%
RIVERSIDE				
North-Central	92501	3,550	3,053	86%
South-West	92503	11,195	8,832	79%
Central-South/East	92504	10,391	7,345	71%
La Sierra	92505	6,412	4,787	75%
Central-East	92506	8,809	4,882	55%
North East	92507	7,292	5,651	77%
TOTALS:		47,649	34,550	73%
DISTRICT TOTALS:		91,788	68,203	74%

SOURCE: 1980 Census

TABLE 4

3.6 Ethnicity by Zip Code

Table 4 describes the ethnicity of the 15 zip codes within the District, the five major areas and the total District. In terms of percentages, populations of American Indians are highest in Norco (Zip Code 91760), Asians at March Air Force Base (92518), Blacks in Val Verde-Perris (92370), Whites in Central-South Eastern Riverside (92506) and Hispanics in Corona (91720).

The ethnicities represented within an area can be quite varied. For example, contrast the Hispanic populations of Corona and Norco, or the Black populations in Riverside with 92507 having 17 percent and 92505/92506 each with only 3 percent. Areas of Moreno Valley also differ from each other to a considerable extent.

Our goal, as we develop satellite Centers and Campuses over the next 15 years, is to have a faculty, staff and student body that reflects the ethnicity of the community in which each facility is located.

3.7 Freeway Problems

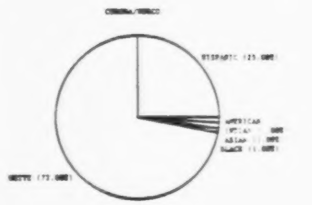
By 2000, there will be over 120,000 vehicles per day on the 60 and 91 freeways which connect Riverside with Los Angles and Orange Counties. Freeways 60 and 91 will not be able to handle that kind of traffic. To provide additional freeways, Cal Trans says the gas tax would need to be increased by 50 cents per gallon. That is not expected to happen. Existing freeways can accommodate more traffic in two ways: converting the present emergency shoulders into regular lanes of traffic and by narrowing the width of each lane. However, both of these alternatives make freeways less safe. Freeway 60 is less of a problem than 91. There are alternate routes to L.A. County (I-10, Foothill, Valley, Baseline, Garvey, etc.), but there is really only one viable way through the Santa Ana mountains to Orange County. In a way, the 91 freeway plays an over-riding role in the future development of western Riverside County. It is like a left main coronary artery; if it gets too plugged, it could be "turn out the lights" for further development of the Inland Empire. Some workers, discouraged with the stop and go traffic through the Santa Ana Canyon, have moved back to Orange County to be closer to their place of employment. If employers can be encouraged to move their plants to where the work force lives, it will relieve the freeways and promote a more stress-free lifestyle for Inland Empire residents. Meanwhile, Cal Trans hopes to encourage ride-sharing and park and ride schemes through advertising. Developers along freeways are encouraged to build park and ride lots into their plans. Nevertheless, the District believes employers will eventually move here in increasing numbers because an increasingly talented labor force is here.

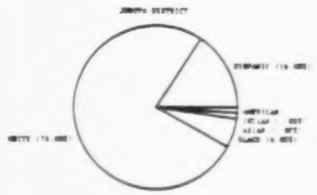
RIVERSIDE COMMUNITY COLLEGE DISTRICT

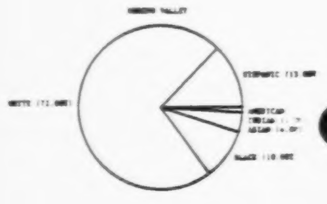
DISTRICT ETHNICITY PERCENTAGES BY ZIP CODE

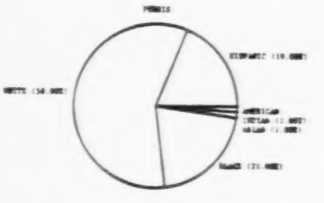
	AMERICAN INDIAN	ASIAN	BLACK	WHITE	HISPANIC
CORONA/NORCO					
91720	1	1	1	68	29
91760	2	.4	2	82	13
AREA TOTAL	1	1	1	72	25
JURUPA DISTRICT					
91752	1	.5	2	82	14
92509	1	.8	8	73	17
AREA TOTAL	1	1	6	76	16
MORENO VALLEY					
92360	.8	0	1	77	21
92388	1	4	8	76	11
92508	1	4	14	63	17
92518	.8	6	20	63	9
AREA TOTAL	1	4	10	72	13
PERRIS					
92370	1	1	21	58	19
RIVERSIDE					
92501	1	3	5	74	17
92503	1	2	4	76	16
92504	.9	1	7	75	16
92505	1	3	3	74	18
92506	.6	1	3	87	8
92507	1	3	17	57	21
AREA TOTAL	1	2	7	74	16
DISTRICT TOTAL	1	2	6	73	18

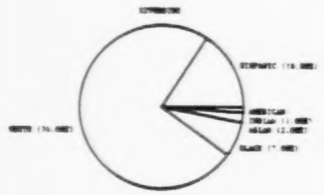
TABLE 5

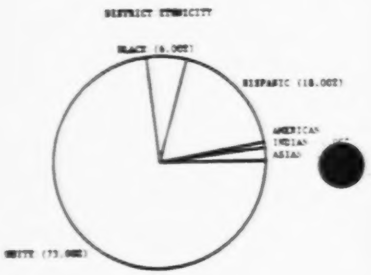






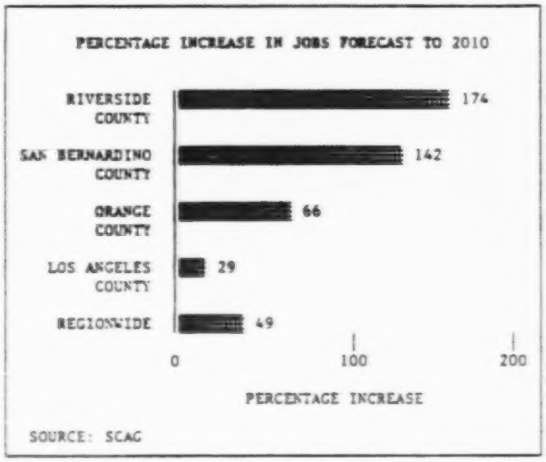






3.8 Employment

According to SCAG (Southern California Association of Governments), Riverside County will have the fastest rate of growth in jobs of any Southern California county. See Figure 12. SCAG predicted a doubling of employment in Riverside County between 1980 and 2000. Between 1985 and 2010, the number of jobs will increase by an average annual rate of 5.8%. This figure was revised downward from the 6.7% prediction released three years ago. Currently, the county has approximately 218,900 jobs; this is projected to increase to 491,800 by 2000 and 587,700 by 2010. Competition for these future jobs will come from other areas--particularly the Sunbelt of the United States, Mexico and other Pacific-rim countries.



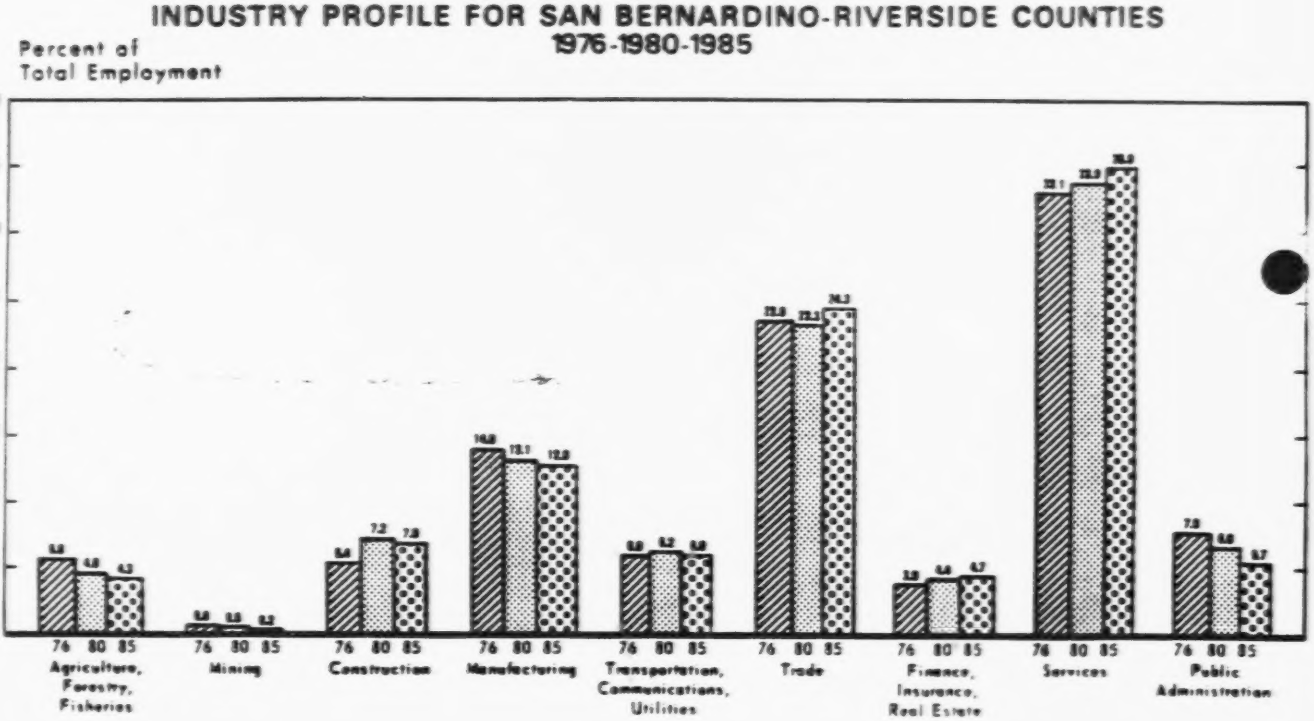
SOURCE: SCAG

FIGURE 12

Meanwhile, there is concern about the slow growth in jobs. The number of jobs in the Inland Empire has been growing at only about a one percent rate over the past several years; Orange County's rates have been three times that. Poor air quality, or smog, is usually cited as a major drawback to the area. Also, higher energy costs than coastal sites occur because of hotter summers and colder winters. Thus, the Inland Empire's image as an area of heat and smog may slow growth more than anything.

Nevertheless, business is looking with increased favor on the Inland Empire, and many companies have a tremendous interest in locating here. Because more companies are moving in, the area is beginning to lose its image as a bedroom community. As people continue to buy the area's more affordable homes, the labor force grows in number and in the variety of skills represented. As said before, business follows people. To date, most of the firms moving here are relatively small; the area, however, has room for some large employers, and eventually they will come.

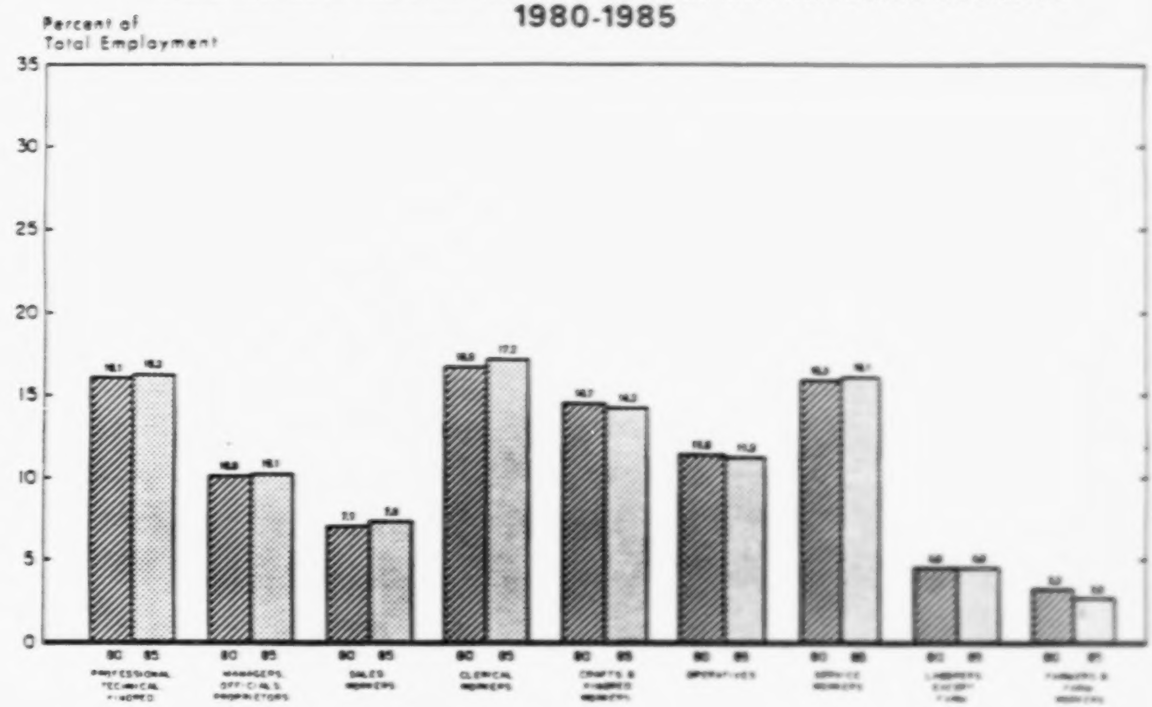
Retail trade and services will provide the largest areas of employment. On the rise are banking, manufacturing of non-durable goods, business services, printing and medical services. Government employment is declining. Last year, industrial growth was diverse. Firms specializing in manufactured housing, recreational vehicles, cheese processing and semi-conductors either announced intentions or completed moves to the county. Figures 13 and 14 give trend profiles by industry and occupation. Figure 15 shows wage and salary employment distribution by industry.



SOURCE: Employment Development Department

FIGURE 13

OCCUPATIONAL PROFILE FOR SAN BERNARDINO-RIVERSIDE COUNTIES
1980-1985

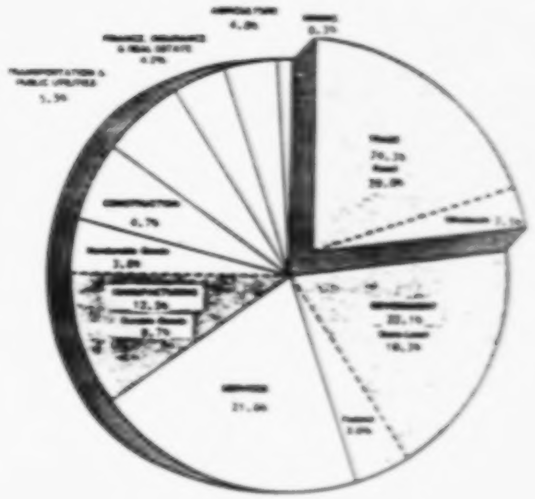


SOURCE: Employment Development Department

FIGURE 14

RIVERSIDE-SAN BERNARDINO-ONTARIO
SMSA
WAGE & SALARY EMPLOYMENT
DISTRIBUTION BY INDUSTRY

1983 ANNUAL AVERAGE
Total = 459,900



SOURCE: Employment Development Department

FIGURE 15

BEST COPY AVAILABLE

3.8.1 Employment Concerns

3.8.1.1 Recessions

Recessions are especially tough on community colleges. As unemployment rises, enrollment tends to rise. As enrollment rises, costs rise. While costs rise, the community, state and nation are less able to collect funds. Major concerns are the rising federal deficit and balance of payments. The United States recently moved from being a creditor to a debtor nation. We cannot continue indefinitely to spend more than we collect. If we do, double digit inflation is likely to return and a severe recession/depression will result, according to many leading economists.

3.8.1.2 Single-Mother Households

Nearly half of the nation's households headed by single mothers live in poverty. Increasing numbers of women are slipping below the poverty line because they have difficulty supporting themselves after divorce and have limited access to well-paid jobs. Women with children have the added burden of paying for child care, which takes up most of their money.

Riverside City Campus has a Child Development Center and trains students to work in child-care and nursery school facilities. The number of children it can handle is limited, but we are exploring the possibility of being open in the evenings and increasing the capacity of the Child Development Center. In addition, the College will expand its efforts working with EDD (Employment Development Department) and other social service agencies to encourage these women to enroll in courses and programs leading to employment in fields paying wages above the poverty line.

3.8.1.3 Homeless

Recently, a growing number of homeless people have migrated to Riverside. With some, homelessness is a matter of choice, but with others, fate often plays an important role. Unemployment, substance abuse, lack of low-cost housing, high medical costs and mental illness are among the reasons people end up on the streets. Again, the College must work with the social service agencies to get these people back on their feet and help them become productive members of society.

41

3.8.1.4 Labor Costs and Mexico

Employers pay Southern California workers as much as eight times more than they pay workers to perform identical tasks in Mexico. Within the last year, there has been a minor flood of U.S. companies opening plants in nearby Mexico. In January of 1985, 720 plants in Mexico employed 235,000 people to manufacture American goods, an increase of 49 over the previous July. These factories (or maquiladoras) began with the garment and electronics industries but are now being outpaced by automotive parts, machinery, woodworking and plastics. Although maquiladoras mostly seek unskilled labor, more than half of the graduates of Northern Mexico's largest technical institutes in Monterrey and Chihuahua also work in these plants. With the Mexican border only a little over 100 miles away, District employers and employees will monitor the trend with interest.

3.9 Energy

With OPEC now controlling only about 30% of the nation's oil, the expectation was for stability in energy prices during the rest of the eighties. Recently, however, oil prices have taken a sharp drop. The District, being inland, is naturally semi arid, colder in winter and warmer in summer than coastal plain counties. For this reason, utilities (gas, water, electricity), their availability and their cost, are extremely important.

In producing natural gas, cogeneration is the watchword. Cogeneration has a 60% efficiency rate compared to the present 30%. The Southern California Gas Company is also working on gasification of coal, peat, oil shale and sea kelp. Stable prices are foreseen because of deregulation, and an ample supply of gas should be available through 2000. Other sources of energy in the future are liquid natural gas and hydrogen.

Two major rivers, underground most of the year, water the District; the Santa Ana River comes out of the San Bernardino mountains to the north-east, and the San Jacinto River has its source in the San Jacinto mountains to the south-east. Water for the District is provided from wells and the Metropolitan Water District's Colorado River Acqueduct. Some authorities say there is a problem with water quality and quantity, but the MWD denies it. Water tables in the upper Santa Ana River basin are currently extremely high, with some wells overflowing.

Electric energy costs within the District are higher than California averages, and the rates within the City of Riverside are higher than immediate surrounding areas. The City has its own electric company, with about 80% of the power coming from Southern California Edison

Company and the remainder from San Onofre and other sources. Edison provides all of the electric energy to unincorporated areas of the District. By 1989 or '90, when various litigations the City is involved in are resolved, City rates are expected to drop below County rates. This will benefit Riverside Community College.

3.10 Corporate Education

Nationwide, education within corporations has increased to such an extent that today they are training about the same number of individuals as colleges and universities. Many operate degree programs in cooperation with collegiate institutions, but a small and increasing number run their own educational programs, are regionally accredited and award their own degrees. Corporate education, being more concerned with performance and productivity, is likely to have narrower, more specific goals than colleges and universities. Nevertheless, some are very efficient and quick to make use of new teaching techniques based upon solid learning theory; they are worth watching, and the College may adopt some of their more productive methods.

Historically, Riverside Community College has run cooperative programs with business, industry, government and the military. Recently, the College has become more and more involved with contract education. We must continue to seek out local businesses and industries, find out what their needs are now and in the future and meet those needs. In November, 1985, we completed a job needs analysis in the Jurupa area of the District.

43

4.0 THE DISTRICT AND THE INTERNAL ENVIRONMENT

4.1 Trends in Characteristics of Students

4.1.1 Day and Evening Enrollments

The College showed steady growth from the end of the Korean War in 1953 to 1975. In the spring of 1976, the GI bill ran out for many veterans, and July 1, 1976 marked the Corona-Norco Unified School District's annexation to Chaffey College. These two events combined to reduce enrollments in 1976. The next year enrollments bounced right back up, but then came Proposition 13's initial blow. Enrollments increased rapidly during the three years of the State surplus, which ran out in 1981 with our peak enrollment of nearly 17,000 students. The "hit list" of 1982, with a $30 million dollar state funding reduction, cost our District approximately $400,000. The impasse between the legislature and the governor in 1983 and the imposition of the $50 tuition fee in 1984 combined for two more years of externally-induced enrollment declines. In view of our increasing population, the decline of 1985 is more difficult to explain. The tuition fee probably still had some impact, and the improved labor market undoubtedly reduced the number of part-time students. With new leadership at both the University of California, Riverside and California State University, San Bernardino, recruiting activities at these institutions have been stepped up, but neither one is close to reaching an enrollment ceiling. In addition, the generally negative media publicity about California's community colleges didn't help, in particular the questionable fiscal practices of the Los Angeles, Peralta, Chaffey and Lassen districts. Participation rates statewide are at their lowest level since the 1960's. See Figure 16.

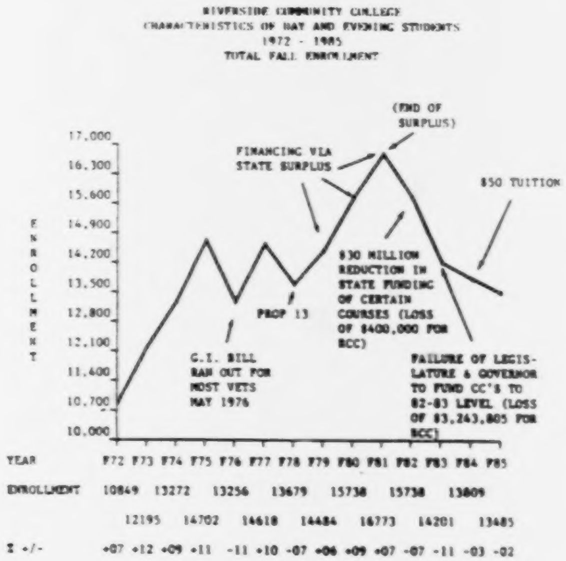
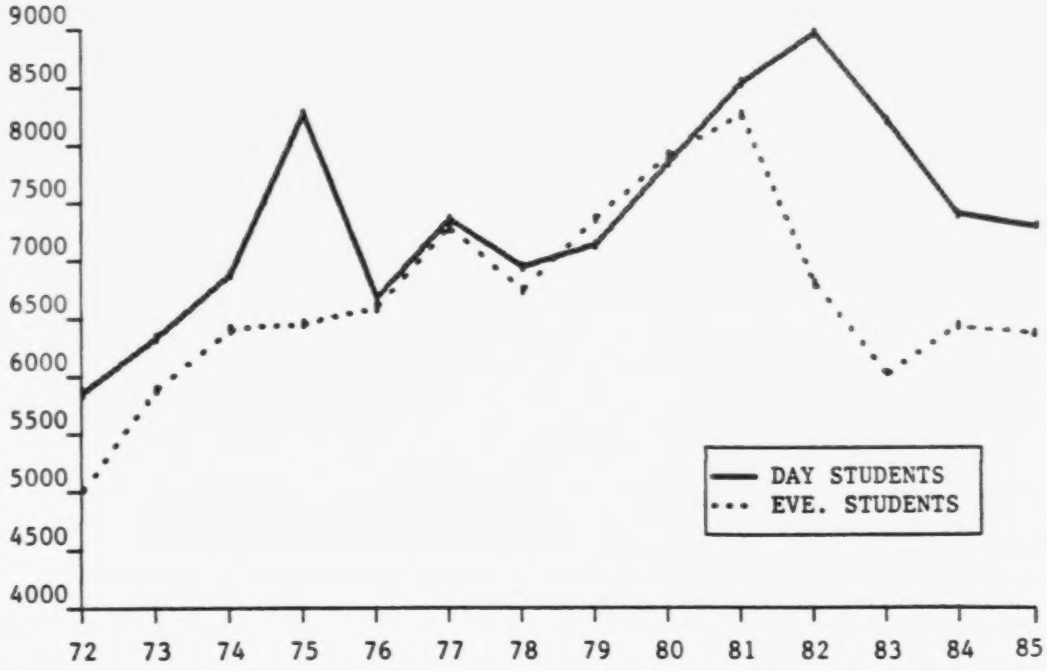


FIGURE 16

Figure 17 shows evening enrollments less than day until 1979 when evening enrollments exceeded day enrollments for that year and the next. Anticipating reduced funding, the College made heavy reductions in the numbers of evening sections from 1981 through 1983. Part-time faculty were reduced in number, and many full-time faculty taught part of their load in the evening. This strategy deliberately protected full-time faculty. With increased funding and therefore more available classes, evening enrollment took a sharp upswing in 1984.

RIVERSIDE CITY COLLEGE

CHARACTERISTICS OF DAY AND EVENING STUDENTS
1972-1985
FALL ENROLLMENT, FIRST CENSUS DAY



YEAR	72	73	74	75	76	77	78	79	80	81	82	83	84	85
DAY	5854	6322	6873	8258	6673	7346	6940	7131	7841	8524	8950	8206	7386	7222
EVENING	4995	5873	6399	6444	6583	7272	6739	7353	7897	8249	6788	5995	6423	6263
+/- DAY	+02	+08	+09	+20	-19	+10	-06	+03	+10	+09	+05	-08	-10	-02
+/- EVENING	+14	+18	+09	+01	+02	+10	-07	+09	+07	+04	-18	-12	+07	-02

FIGURE 17

4.1.2 Census Week Unit Enrollment, Day Students

Figure 18 shows a steady increase in the percentage of day students carrying 1-9 units, contrasted with the decline in students taking 15-17 units. The trend was an increase in part-time students. We thought the tuition charge in fall of 1984 would increase the number of students carrying more units (Take one 3 unit class for $15; the second three unit class costs $35. Once the student reaches 6 units, everything above is free--$50 maximum). Surprisingly, there was basically no change for day students. In fact, the reverse occurred with a 1% increase in the 1-9 unit category and a 1% decrease in the 10-14 unit group.

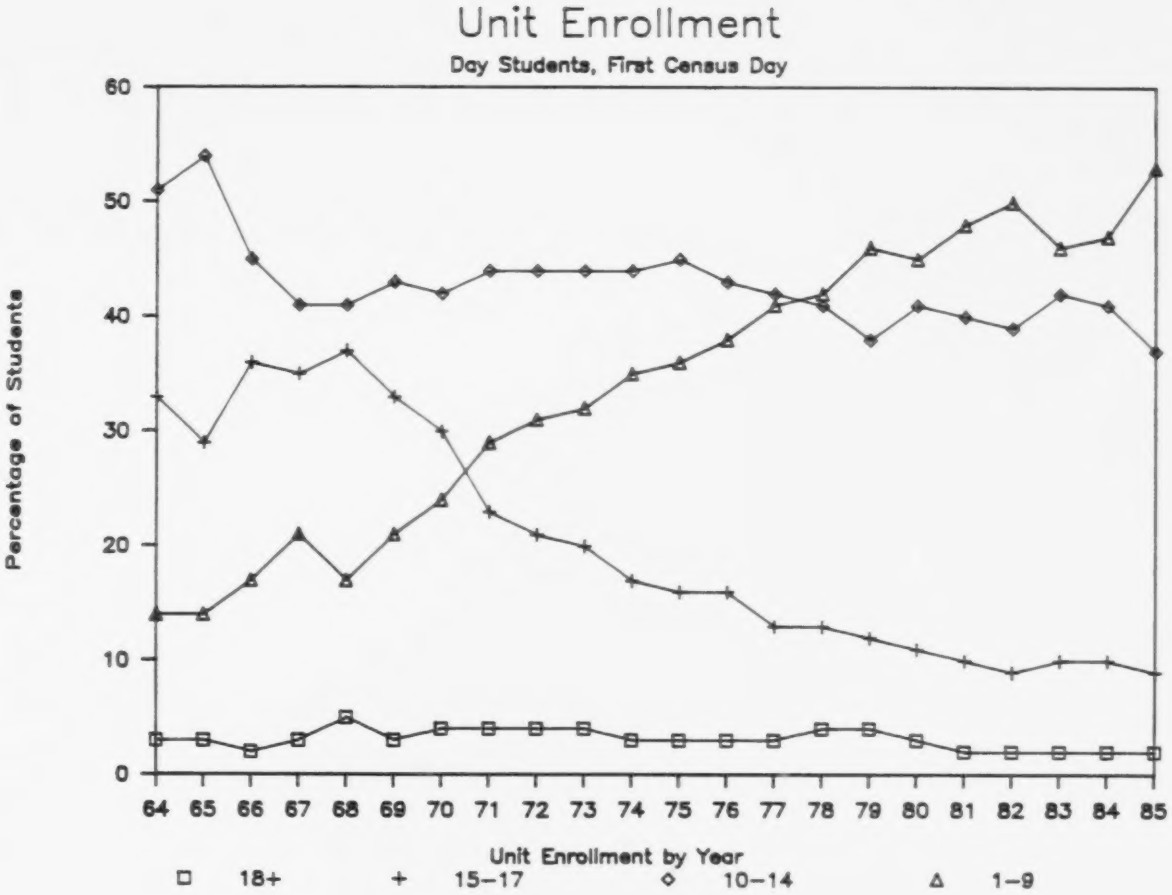


FIGURE 18

4.1.3 Census Week Unit Enrollment, Evening Students

Figure 19 shows a stability in the number of units carried by evening students. However, the tuition charge of fall, 1984, did affect evening students. There was a 5% increase in students carrying 1-3 units (normally, one course), while all the higher unit categories showed a decrease. Clearly, students recognized the higher cost of a second 3 unit class and elected not to take it.

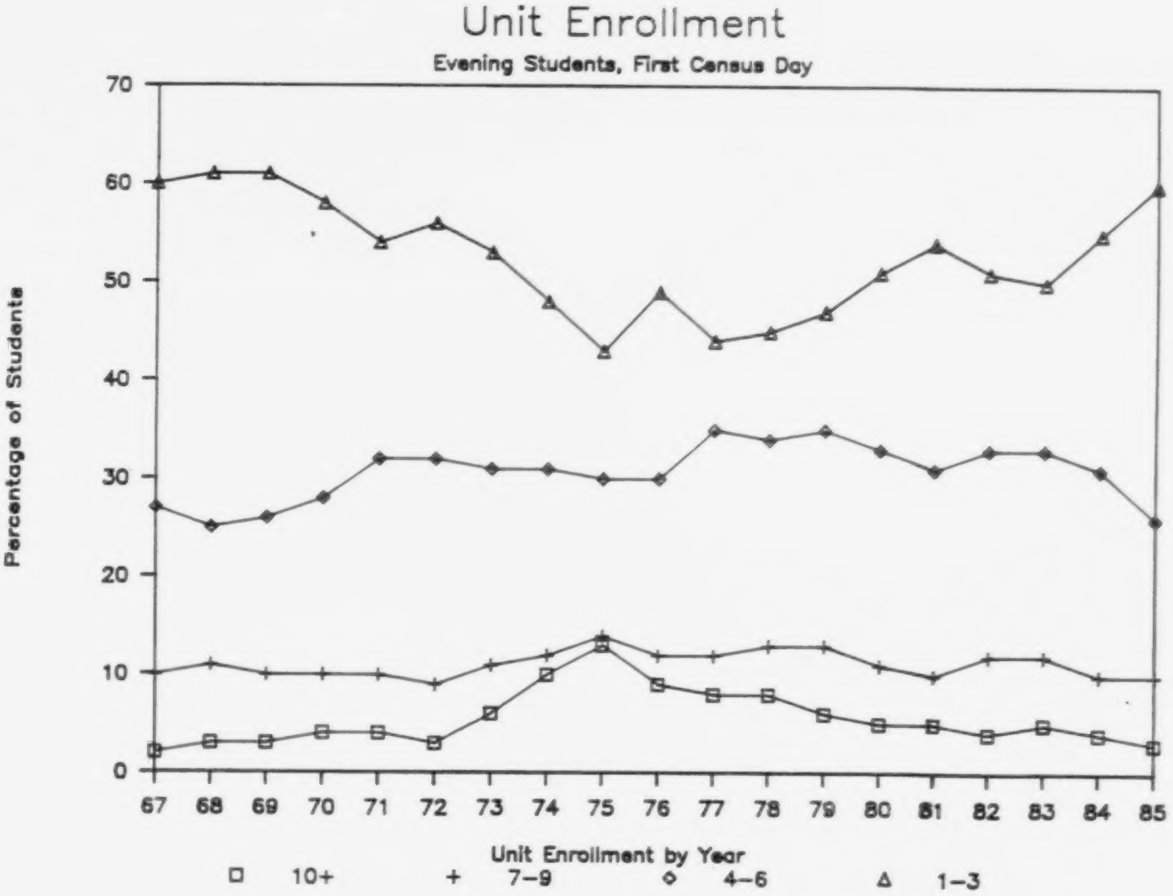


FIGURE 19

47

4.1.4 Ages of Students, Day and Evening

Figure 20 shows the decline of 16-20-year-old day students and an increase in older students. Figure 21 shows little change in the age cohorts for evening students. The mean age of the total student body has held at 29 in recent years with a median age of 25. The modal age, however, is 19 (Figure 22).

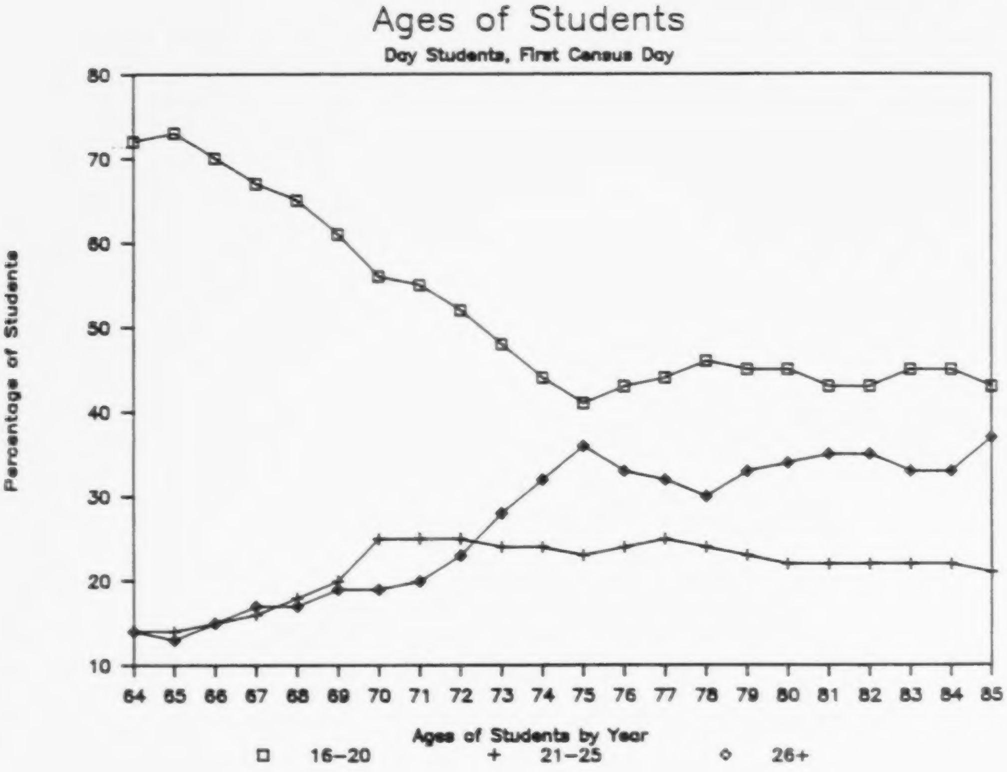


FIGURE 20

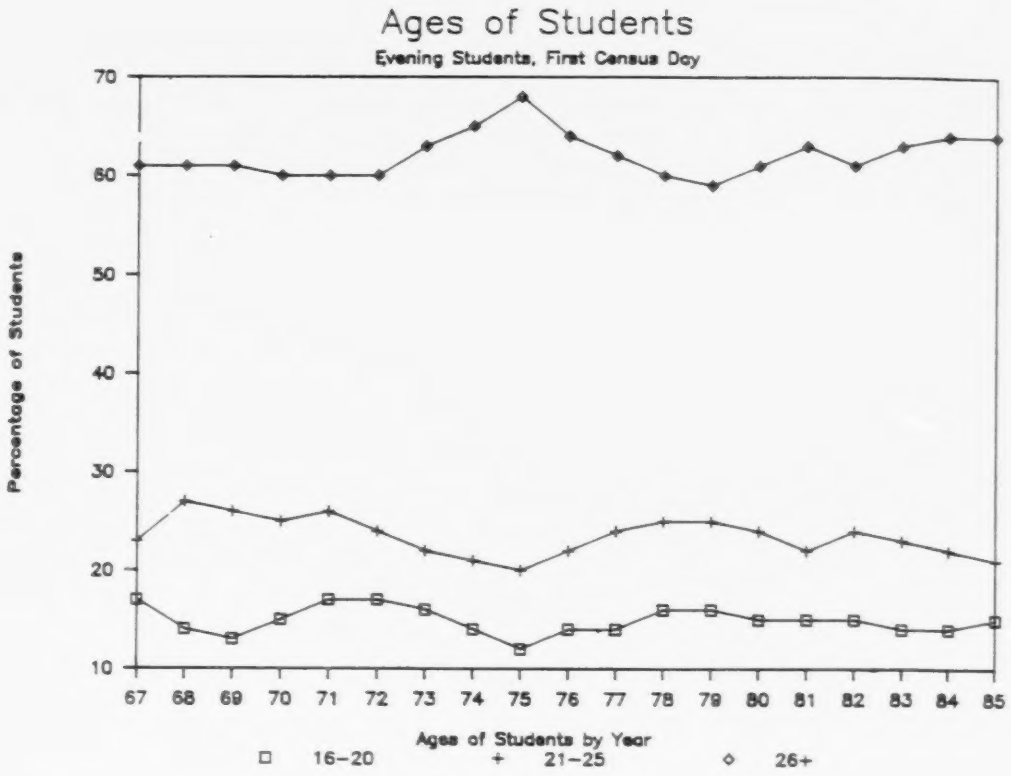


FIGURE 21

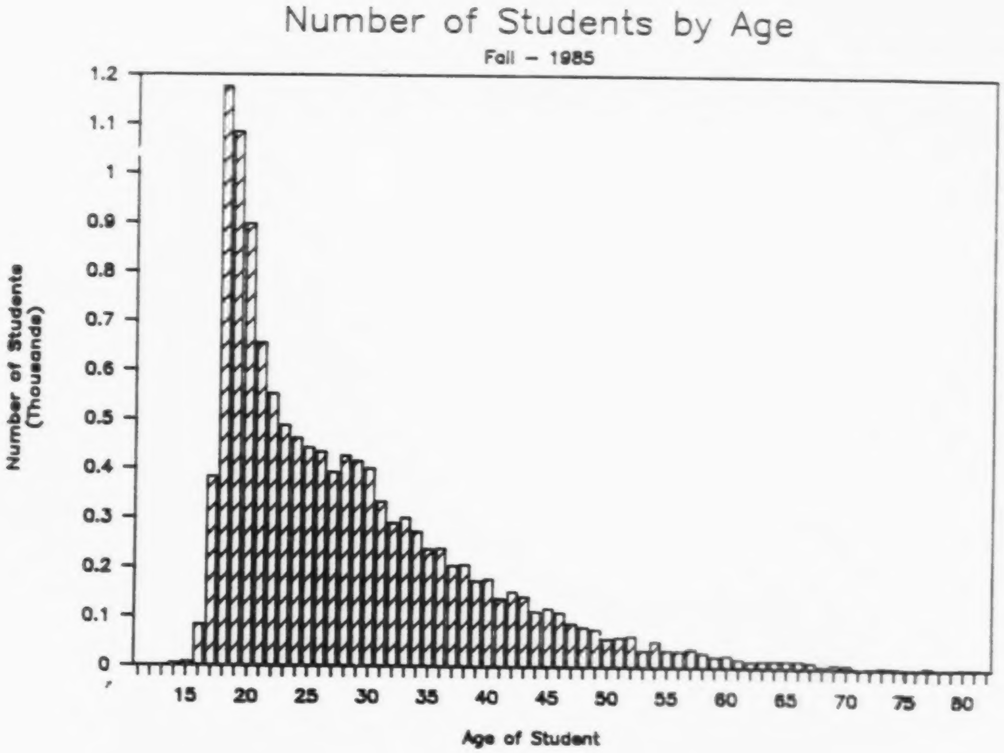


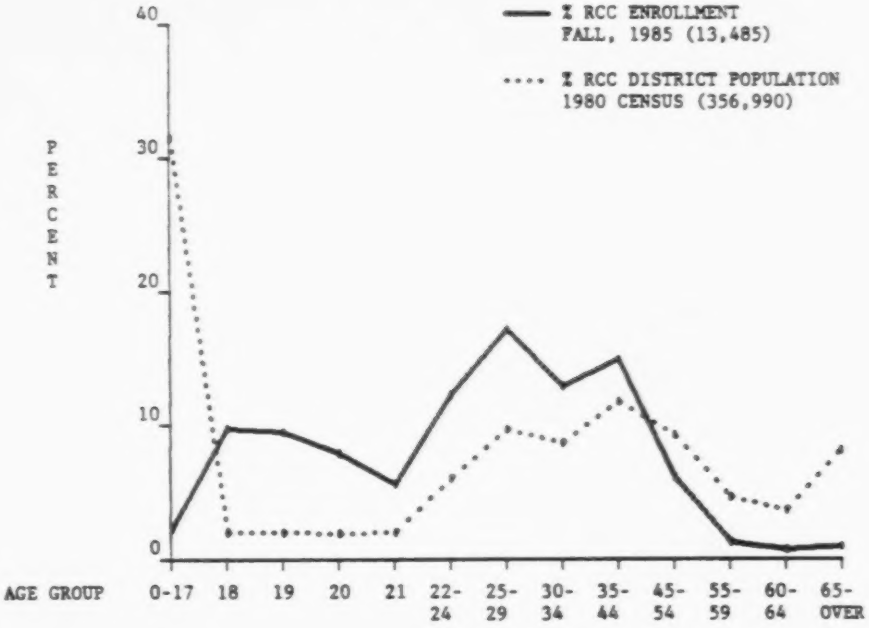
FIGURE 22

4.1.4.1 Distribution of RCC and District Population by Age

With the understanding that the figures are somewhat skewed, first, because of the five year difference between the 1980 census and current enrollments; and second, that some of the zip codes extend beyond District boundaries, Figure 23 compares the distribution of the two populations by age. RCC enrollments overrepresent ages 18 through 44 but underrepresent age groups 0-17 and 45 and over. Some of the 45 and over group are no doubt participating in our fee-based Community Activities Program (CAP); however, CAP partakers are not included in our enrollment figures.

RIVERSIDE COMMUNITY COLLEGE DISTRICT

DISTRIBUTION OF RCC AND DISTRICT POPULATION BY AGE



SOURCE: CCAF 130
1980 CENSUS

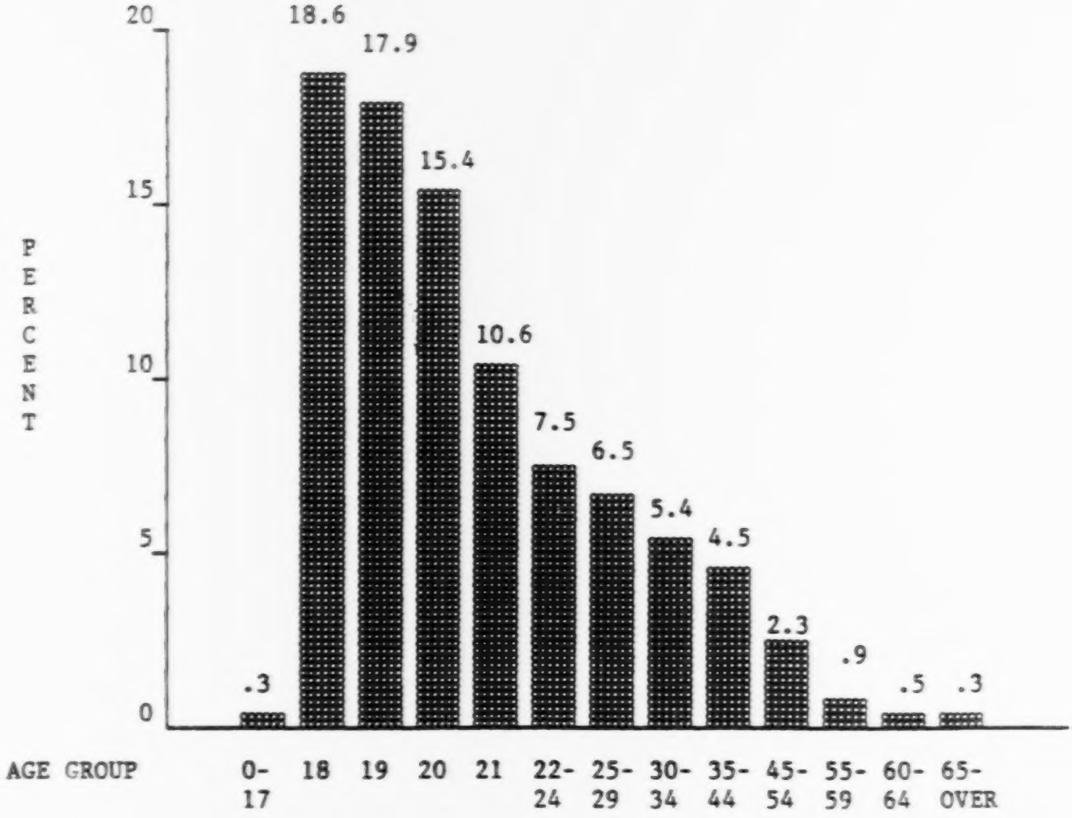
FIGURE 23

4.1.4.2 Percent of District Population Enrolled at RCC, Fall, 1984

Again, with the same caveat as above, Figure 24 shows the percent of the District's population, by age, which was enrolled at RCC in the fall of 1984. Nearly 20 percent of the 19-year-olds were enrolled. That is the modal age of students enrolled at RCC (see Figure 22). The low percentages at the upper end of the scale tell us we have a potential market for people of retirement age we are not yet reaching.

RIVERSIDE COMMUNITY COLLEGE DISTRICT

PERCENT OF DISTRICT POPULATION ENROLLED AT RCC, FALL, 1985



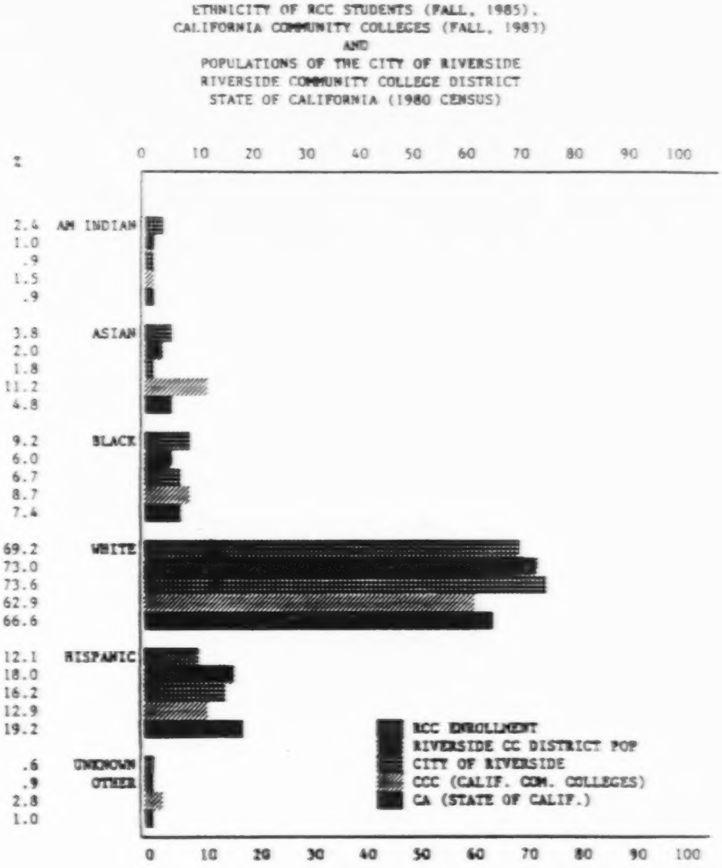
SOURCE: CCAF-130, FALL, 1985
1980 CENSUS

FIGURE 34

4.1.5 Ethnicity

Figure 25 compares the ethnicity of RCC students with four other groups of people: the District Population, City of Riverside, California Community Colleges, and the State of California.

Our Hispanic enrollment of 11.7% indicates an underrepresentation when compared with the District population's 18.0%, City of Riverside at 16.2%, California Community Colleges at 12.9%, and California at 19.2%. Black student enrollment at RCC is slightly overrepresented at 10.0% when compared with the District population's 6.0%, City of Riverside's 6.7% CCC's 8.7%, and California's 7.4%.

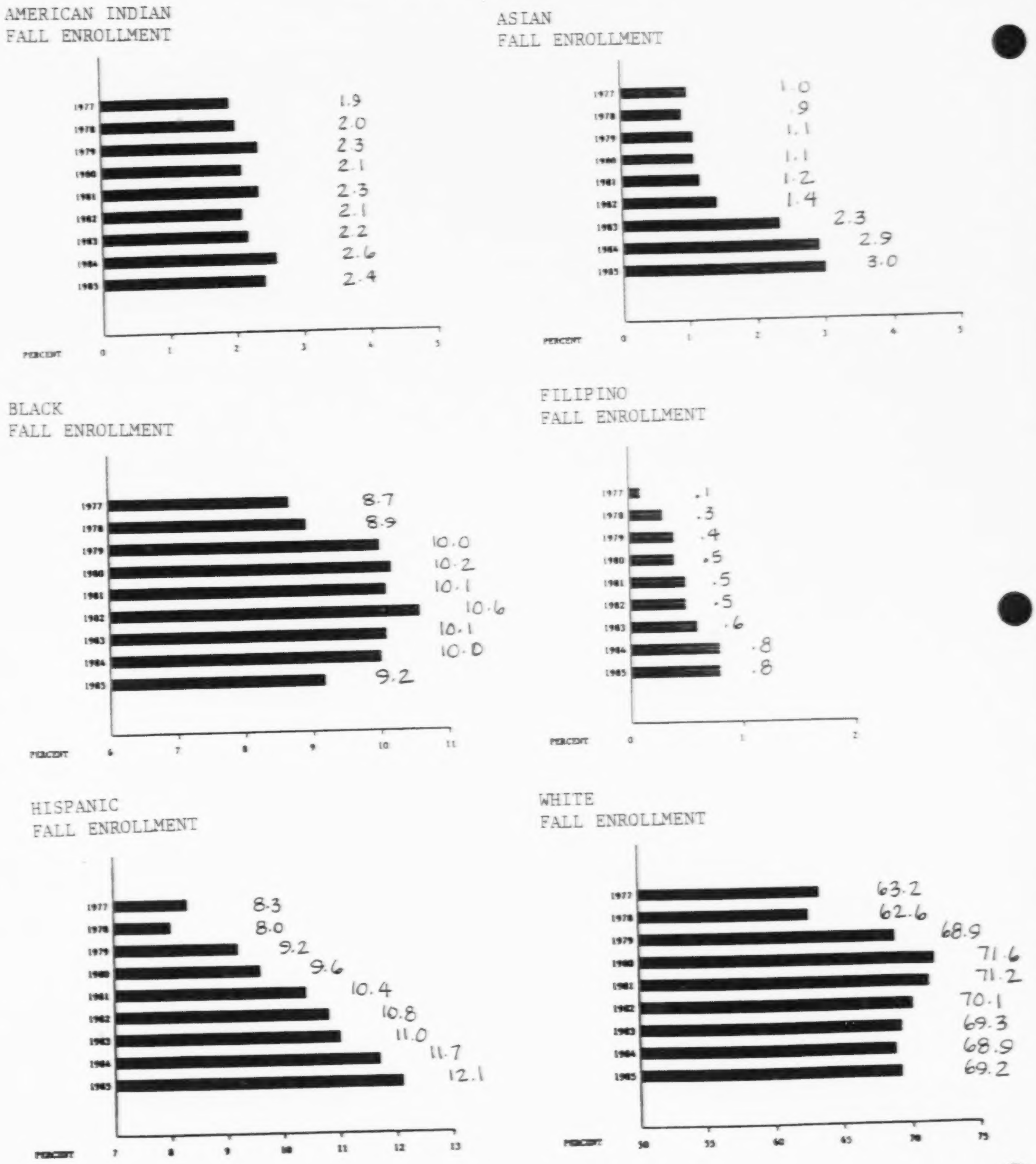


ETHNICITY OF RCC STUDENTS (FALL, 1985),
CALIFORNIA COMMUNITY COLLEGES (FALL, 1983)
AND
POPULATIONS OF THE CITY OF RIVERSIDE
RIVERSIDE COMMUNITY COLLEGE DISTRICT
STATE OF CALIFORNIA (1980 CENSUS)

FIGURE 25

Figure 26 shows fluctuations in percentages of enrollment of six ethnic groups over an eight year period. The Hispanics, Asians and Filipinos have made fairly regular increases during this time.

PERCENTAGE OF ETHNICITY
FALL ENROLLMENT, 1977-1985


AMERICAN INDIAN FALL ENROLLMENT

ASIAN FALL ENROLLMENT

BLACK FALL ENROLLMENT

FILIPINO FALL ENROLLMENT

HISPANIC FALL ENROLLMENT

WHITE FALL ENROLLMENT

FIGURE 26

There have been a number of articles recently concerning Black student dropout rates between 1983 and 1984. RCC showed an overall enrollment (all ethnic groups included) drop of 2.8%, compared with a statewide drop of 7.0%. Numbers of black students at RCC dropped at a rate of only 4.2%, compared to a statewide drop of 17.0%, and a drop of 25% in some suburban colleges.

We will continually try to attract minority students to our college and make them aware of the opportunities and rewards of higher education.

4.1.6 Academic Abilities and Interests at Entrance

Based upon data collected since 1964, student abilities in verbal and mathematical skills declined rather steadily from 1967-68 to 1978-79. For example, in the fall of 1967 on the Total Score (Verbal + Quantitative) of the School and College Ability Tests (SCAT), 32% of our students fell into the bottom 3 deciles, while 24% were in the top 3 deciles. In the fall of 1978, using the same tests and norm groups, 60% of our students were in the lowest 3 deciles, and only 11% were at the top. All-college, national, publisher's grade 13 norms were used; besides community colleges, four-year colleges and universities throughout the country were in the group. See Figures 27 and 28. That told us our students in 1967 were very similar in academic abilities to four-year college students. Whether or not four-year college students' abilities had deteriorated that much is unknown; although we do know there was a national downhill trend. Between 1978 and 1982, however, there was a slight improvement of scores.

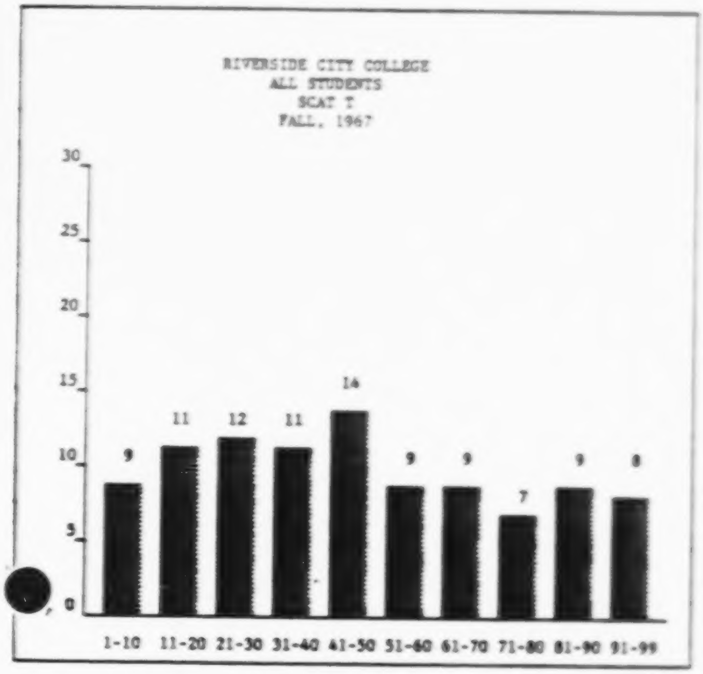


FIGURE 27

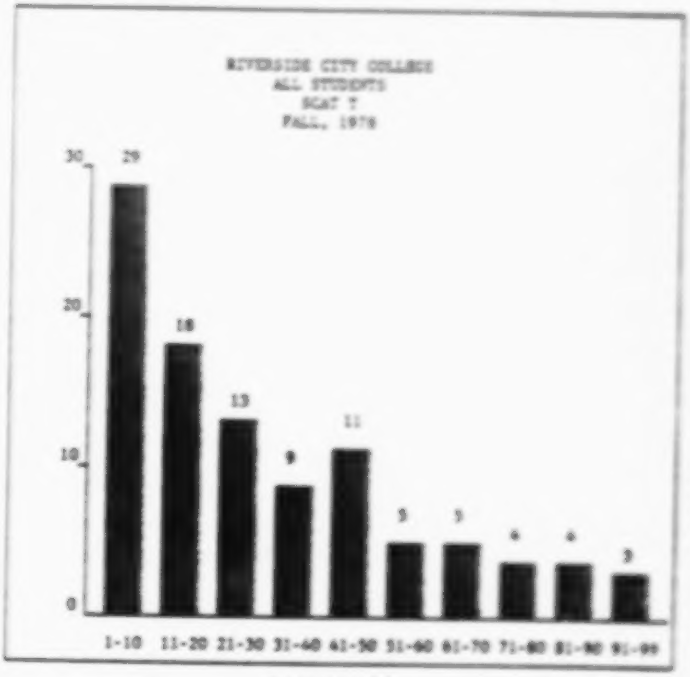


FIGURE 28

In August of 1983, the College switched to the American College Testing Program's new ASSET. Figures 29, 30 and 31 show RCC's entering students are nearly equal to the norm group of 50 other community colleges using ASSET.

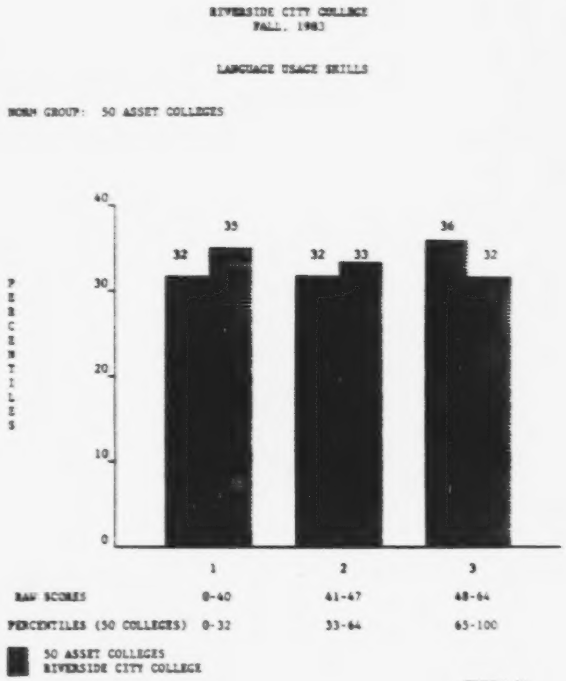


FIGURE 29

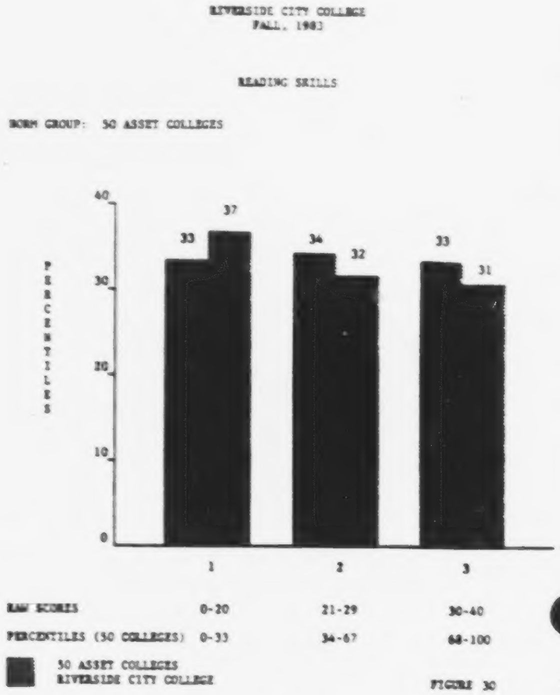


FIGURE 30

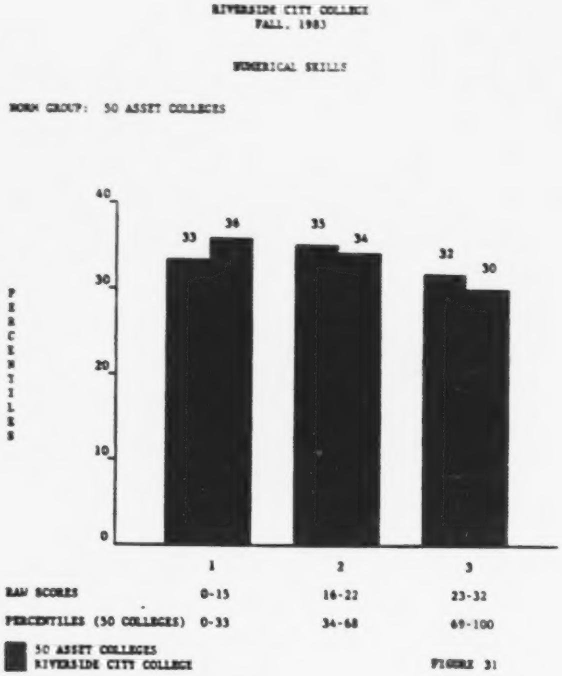


FIGURE 31

Table 6 shows the top 80 choices of majors by students entering in fall, 1983. Adding number 3 (no response) and 4 (undecided) together totals more than number 1, Data Processing. Many of our students don't really know what they want to do with their lives. Therefore, a good matriculation program with a strong guidance component is essential.

RIVERSIDE CITY COLLEGE
1983-84
RANK ORDER OF FIRST CHOICE EDUCATIONAL MAJORS
AS INDICATED ON
EDUCATIONAL PLANNING FORM, ASSET
(3,432 Students)

Major	No	Major	No
1. Data Processing (AD & Trans)	319	41. Biology	21
2. Business Administration	301	42. Drafting-Mechanical	21
3. No Response	263	43. Medical Lab Tech	21
4. Undecided	229	44. Engineering Aide	21
5. Cosmetology	146	45. Information Processing	20
6. Registered Nursing	119	46. Auto Trim & Upholstery	19
7. Electronics	97	47. Manual Comm Interp Trng	17
8. Engineering	93	48. Agri-Business (AD & Trans)	17
9. Accounting	91	49. Welding	16
10. Admin of Justice (AD & Trans)	83	50. Sociology	14
11. Medical Assistant	77	51. Political Science	13
12. Psychology	65	52. Forestry	12
13. Accounting Clerk	62	53. Liberal Arts & Sciences	11
14. Early Childhood Studies	60	54. Spanish	11
15. Nursing, BS	59	55. Pharmacy	10
16. Office Education	54	56. Physics	10
17. Art	49	57. Veterinary Medicine	9
18. Law	48	58. Emergency Med Tech	9
19. Home Economics (AD)	48	59. Dentistry	9
20. Elementary Education	43	60. Dental Hygiene	9
21. Physical Therapy	38	61. Fire Science	9
22. Auto Tech	37	62. Social Welfare	7
23. Manufactured Housing Mgmt.	36	63. History	7
24. Journalism (AD & Trans)	36	64. Real Estate	7
25. Marketing	33	65. Social Science	6
26. Dental Tech	32	66. Nursing Assistant	6
27. English	32	67. Manufacturing Tech	6
28. Air Conditioning/Refrigeration	32	68. Chemistry	6
29. Vocational Nursing	30	69. Industrial Arts	6
30. Business Clerical	29	70. Stenographer	5
31. Architecture	27	71. Offset Prep	5
32. Banking & Finance	27	72. Zoology	5
33. Music	27	73. Speech	5
34. Medicine	27	74. Home Economics-Clothing	4
35. Physical Education	26	75. Motorcycle Tech	4
36. Mathematics	25	76. Environmental Science	4
37. Theater Arts	24	77. Botany	3
38. Construction Tech	23	78. Health Science	3
39. Graphics Tech	23	79. Anthropology	3
40. Photography	22	80. Economics	3

TABLE 6

4.2 Enrollments and Projections

4.2.1 Factors Affecting Enrollment

1. What the college has to offer.

   The college must have something students want. This can be courses or programs, brushing up old skills or learning new ones, participating in performance groups or student activities. The more comprehensive the college, the more likely it is to attract students.

2. Proximity of the campus to the population.

   Student participation rates are higher in zip codes which are near the college. The further away, the smaller the participation rates. Religious leaders discovered a long time ago that cathedrals drew worshipers from far and near, but a network of smaller parish churches realized more total participation.

3. Employment/unemployment rates.

   Figure 32 illustrates the relationship between enrollment and unemployment rates. As a general rule, when unemployment rises, enrollment rises; when unemployment drops, enrollment drops.

4. External incentives.

   The G.I. Bill and other veterans' programs have always attracted students. Furthermore, these programs encourage veterans to carry more units. A full-time student (12 units +) receives more money than a three-quarter or half-time student. CETA and other job incentive programs encourage enrollment as do continuing education requirements in certain occupational fields.

5. Other Providers of Postsecondary Education.

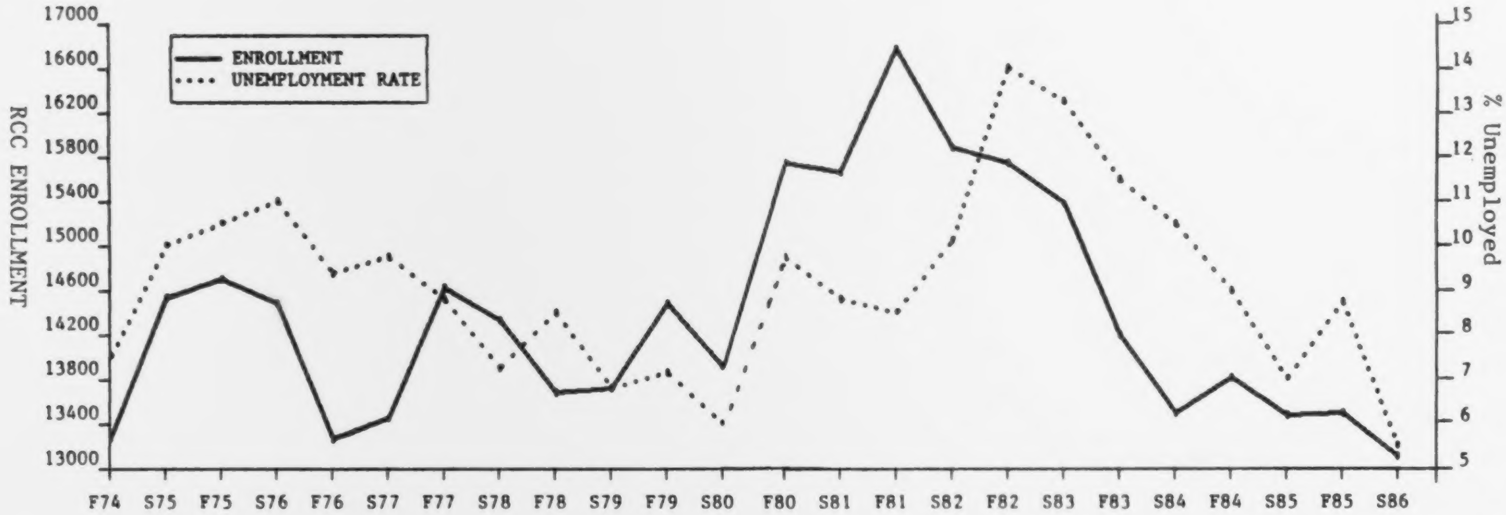
   * University of California at Riverside. This is a general campus with a student enrollment of about 5000. Current plans are to increase enrollment to 7000 by 1990, a considerable rise. New programs in engineering and business administration should be attractive. In addition, an estimated 18,000 people participate in the University Extension.

   * California State University, San Bernardino. CSUSB is not hiding the fact they are out to increase enrollment. One of the smaller CSU campuses with about 6000 students, San Bernardino is a liberal arts institution with plans for expansion in the Riverside County desert area.

RIVERSIDE COMMUNITY COLLEGE DISTRICT

COMPARISON BETWEEN 1ST CENSUS ENROLLMENT IN THE FALL AND SPRING AND UNEMPLOYMENT RATE IN THE FALL AND SPRING

1974-1986



	F74	S75	F75	S76	F76	S77	F77	S78	F78	S79	F79	S80	F80	S81	F81	S82	F82	S83	F83	S84	F84	S85	F85	S86
ENROLLMENT	13272	14532	14702	14477	13256	13451	14618	14328	13679	13716	14484	13915	15738	15660	16773	15881	15738	15387	14201	13487	13809	13467	13485	13104
% UNEMPLOY-MENT RATE	7.6	10.0	10.5	11.2	9.5	9.9	8.9	7.4	8.7	6.8	7.7	6.3	9.9	8.9	8.7	10.2	14.2	13.3	11.5	10.4	9.0	7.5	8.9	6.0

SOURCE: Employment Development Department
January and August Unemployment Rates used from Riverside-San Bernardino-Ontario SMSA

FIGURE 32

- Loma Linda University (two campuses). Their liberal arts campus is located in La Sierra, right in the middle of our district. The 5000 student institution has a very strong health professions curriculum, although health enrollments are expected to decline as the medical field is predicted to reach a saturation point within the next few years. Service to mankind is an important value for this Seventh-Day Adventist University, and education and religion are popular majors, although business curriculums are currently drawing more students.

- California Baptist College. Only about 10% of the 600 students at CBC are from the Riverside area. This small, liberal arts college is supported by the Southern Baptist denomination.

- Other Community Colleges. We have "free flow" agreements with all of the surrounding community colleges (San Bernardino Valley, Crafton Hills, Chaffey, Mount San Antonio, Rancho Santiago, North Orange and Mount San Jacinto College). Historically, our "balance of payments" has been in the black. That is, we have attracted more ADA from students residing in adjacent districts than those districts receive for students attending their colleges who reside in our district.

- Proprietary Schools. The selling point these fee-driven schools make to prospective students is they can teach a skill in a shorter time than either community colleges or high school Regional Occupational Programs (ROP's). Most have little or no general education requirements and often emphasize that in their advertising.

  Fifty-two business and vocational schools are listed in the Riverside-Corona-Norco telephone book, an increase of 7 over last year. Of the 52, 39 are located outside of our District, mostly in Orange, Los Angeles and San Bernardino counties. No doubt, they take some enrollment from us, but just how much is unknown at this time.

- Adult Education in High Schools. There is direct competition for students between adult education programs and our College. This is particularly true in remedial or developmental courses and certain occupational (ROP) programs. Our District, historically, has offered very little of so-called adult education (non-credit) courses, so the recent reduction in funding of these courses had little impact. The Master Plan Commission addresses the delineation of function problem in Resolutions #26 and 27.

6. Actions from the Legislature and Governor's Office.

The state surplus allowed growth to occur from 1978 to 1981. In 1982, the "Hit List" of $30 million cost the District $400,000. The impasse between the legislature and the governor in the fall of 1983 reduced our anticipated income by $3 million, and the newly imposed tuition of 1984 turned an unknown number of students away. Over 400 sections of classes were cut between 1978 and 1983, to keep the institution from going into the red. Most of these reductions were made in the evening, diminishing our part-time faculty employment.

7. Marketing the College

The constant influx of new families, new businesses and industries makes it imperative the District continuously make every effort to inform the community about its many services. Marketing tools include college publications, flyers, print and broadcast media. Through various forms of needs analyses, we will meet the diverse requirements of the community. The more effective we are in "spreading the good news" about the College, the better our enrollment will be.

8. Quality Faculty and Staff

The reputation of an institution's faculty plays a major role in enrollment. Helpful and friendly staff, particularly those with whom students first come in contact (telephone operators, admissions clerks, campus police, etc), are also important factors in enrollment decisions by students. Word of mouth about rewarding experiences is the best publicity.

9. Growth initiatives

The City of Norco has a half-acre, minimum-size lot restriction. In its "green belt" and hilly areas, Riverside has a similar limitation on lot size and population density. Corona also has experience with such curbs. Hotly debated politically, the effect of such initiatives is to restrain growth.

10. Costs of Commuting

With many nearby colleges and universities competing for enrollees, as commuting costs rise, as they did at the time of the Arab oil embargo, students tend to register at the closest institution. Parking fees and availability of parking especially are other related factors.

4.2.2 Participation Rates

Zip Code 92506, which covers central Riverside, has been producing a participation rate of about 75 per 1000 over the past several years. Outlying areas have been as low as 15 per

1000. Statewide, the average has been about 56. One out of 17 adults (6%) attended California Community Colleges in 1984. This is down from one out of 12 (8.5%) in 1975.

As the other two campuses at Norco and Moreno Valley are able to offer broader curriculums, which are uniquely appropriate to each area, the participation rates should increase throughout the District. Table 7 shows the population projections for the entire District based upon SCAG-82 (Table 1) and various student participation rates. As stated before the closer students are to a campus, the higher the rate of participation. The present campus will not be able to service the numbers of students projected for 2000. Currently, it is impossible to find a parking place at certain times of the day and semester. Being a downtown campus, we are pretty much locked into our present acreage. According to a number of studies, we have already exceeded the optimum size for a community college. Using the present statewide average participation rates, our enrollment in 2000 would be 33,656. With a participation rate of 75, we would have 45,075 students. If we don't hit that figure by 2000, we will surely reach it soon after.

TABLE 7

POPULATION PROJECTIONS
FOR
RIVERSIDE COMMUNITY COLLEGE DISTRICT
AND
STUDENT PARTICIPATION RATES

	1980 (incl Corona/Norco)	1985	1990	1995	2000
District Population	347,939 (actual)	409,000	478,000	543,000	601,000
40 students per 1,000		16,360	19,120	21,720	24,040
45.4 (actual for 1980)	15,738 (actual)*	18,569	21,701	24,652	27,285
50 " " "		20,450	23,900	27,150	30,050
55 " " "		22,495	26,290	29,865	33,055
60 " " "		24,540	28,680	32,580	36,060
65 " " "		26,585	31,070	35,295	39,065
70 " " "		28,630	33,460	38,010	42,070
75 " " "		30,675	35,850	40,725	45,075
80 " " "		32,720	38,240	43,440	48,080

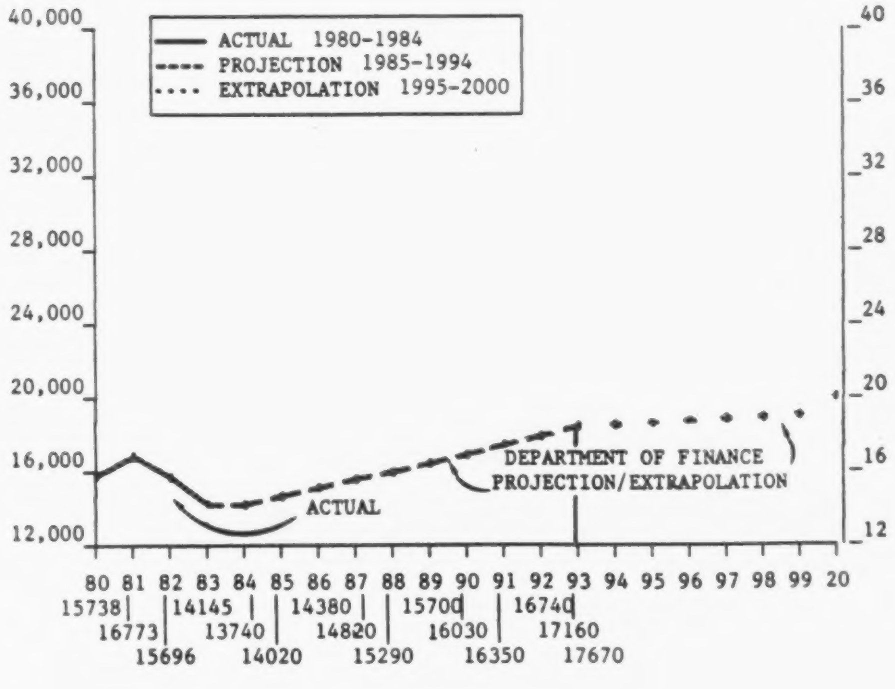
*Enrollment as of first census day (Monday of the 4th week of the fall semester). Does not include student who applied and did not attend, or students who applied and withdrew during the first 3 weeks.

4.2.3 Projections, 1985-2000

4.2.3.1 Department of Finance

Department of Finance figures project out to 1994. See Figure 33. Using SCAG population numbers (Table 1), Department of Finance participation rates are 34.3 per 1000 in 1985 and 33.5 in 1990. At these rates, the District enrollment would be about 21,000 by 2000. If these figures are correct, there is no need for additional campuses prior to 2000. We think with attractive offerings, quality staff, campuses and satellites close to students and making the District population aware of what we have to offer, we can bring the participation rates at least up to the state average (56) or double our current ratio.

DEPARTMENT OF FINANCE PROJECTIONS
1985 - 1994



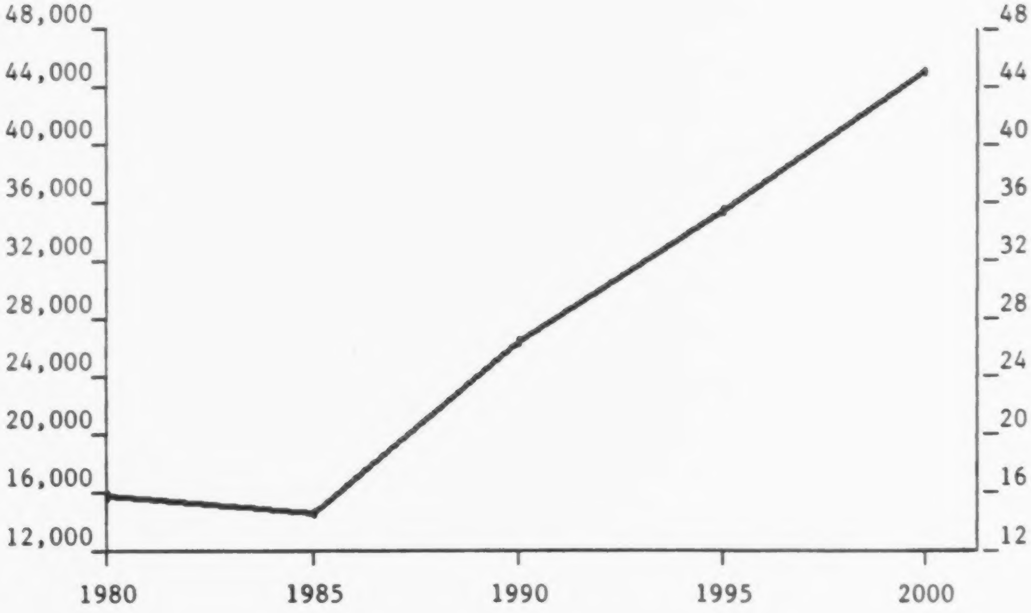
SOURCE: DEPARTMENT OF FINANCE
POPULATION RESEARCH UNIT
OCTOBER 1, 1985

FIGURE 33

4.2.3.2. Variable Participation Rates

Another scenario would be as follows (Figure 34):

RIVERSIDE COMMUNITY COLLEGE DISTRICT
ENROLLMENT PROJECTION
1985-2000
WITH
VARIABLE PARTICIPATION RATES



ENROLLMENT	15,738	14,500	26,300	35,300	45,000
PARTICIPATION RATE PER 1000	45.4	35.5	55	65	75
DISTRICT POPULATION	347,939	409,000	478,000	543,000	601,000

FIGURE 34

This projection is based upon having campuses at Riverside, Norco and Moreno Valley and centers at La Sierra and the Academy of Justice. Assumptions are: (1) The nearer students are to educational facilities, the greater is their participation; (2) The wider the range of courses/programs available to students, the greater is their participation; (3) The La Sierra site will be developed and produce enough income to supplement funds for facilities at Norco, Moreno Valley and La Sierra; (4) Riverside Community College's reputation as "a vital, affordable, personalized public institution of higher education which provides quality teaching and accessibility to a diverse student population" will attract increasing numbers of students throughout the Inland Empire.

4.3 Financial Resources

The Riverside Community College District has not been immune to the Financial crises most California Community Colleges have been facing over the past 10 years. The lack of financial support has forced the District into a position familiar to most community colleges--that of not providing funds for needed maintenance on buildings, replacement of equipment or purchase of new equipment. These items are required to enable us to compete with other educational providers and essential to attract and retain students.

Among the factors which have helped the District to remain solvent during the past four years in a climate of uncertain and reduced funding are:

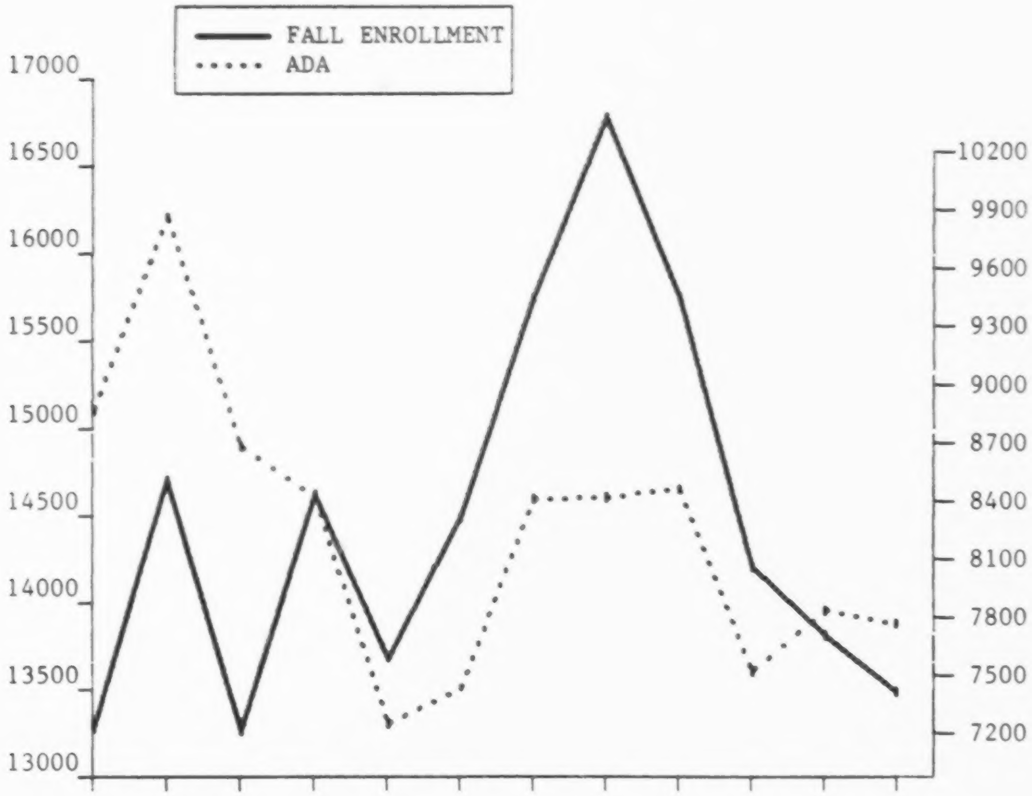
(1) reduction of certificated and classified staff,
(2) increased workloads,
(3) reduction of expenditures in supplies and equipment,
(4) reduction of over 400 sections of classes between 1978 and 1983,
(5) imposition and/or increase in student fees (materials, parking, drop, student services, etc.),
(6) State equity money and
(7) the "hold harmless" provision for 1983-84.

Also, the District has experienced a decline in ADA support due to various reasons that most community college districts faced with the "hit list," impasse between the legislature and the governor, the enrollment fee, etc. However, our District is in an area which is having rapid population growth and it is anticipated the District very shortly will be experiencing increased enrollments which will compound problems due to the decline in funding experienced between 1978-79 and 1983-84, when we lost a great deal of our purchasing power.

Figure 35 illustrates the difficulty with ADA funding. Enrollments were larger in 1981 than in 1975 but the District received more ADA in 1975 than 1981. Costs of registration, wear and tear on facilities, etc. were higher in 1981 when revenue was lower. There are many fixed costs that go on regardless of enrollment. Differential or some other kind of funding is needed to relieve this situation.

RIVERSIDE COMMUNITY COLLEGE

COMPARISON BETWEEN 1ST CENSUS ENROLLMENT IN THE FALL
AND AVERAGE DAILY ATTENDANCE OVER AN 12 YEAR PERIOD, 1974-1985



	74	75	76	77	78	79	80	81	82	83	84	85
FALL ENROLLMENT	13272	14702	13256	14618	13679	14484	15738	16773	15738	14201	13809	13485
ADA	9001.59	9841.59	8760.44	8498.20	7403.32	7752.14	8497.16	8550.62	8596.83	7702.44	7889.80	7841.20

FIGURE 35

Despite these difficulties, the District has been fortunate in receiving some financial assistance through our Riverside City College Foundation, which has helped to acquire certain pieces of state-of-the- art equipment. The role of the Riverside City College Foundation is to serve as a bridge between the College and the community. A basic fund raising principle is that "friendraising" must come first. Current "friendraising" groups are the RCC Associates, Alumni, Tigerbackers and the Theatre Donors' Circle. The Foundation is positioning itself to assist the District with its future funding needs by developing support groups in Corona-Norco and Moreno Valley. The Foundation Board is expanding and inviting key leaders from the District to serve. It is also seeking specific skills and spheres of influence in its membership. Current Foundation projects are the Arroyo Sports Complex, development of a standard recognition program and the relocation of the Art Gallery.

The District, at this particular time, is watching decisions of the Legislature and the Governor as to what type of funding will be available to the District for the coming years. The basic funding for the District will continue to be state apportionment, local taxes and enrollment fees which generate the majority of the funds used to finance this District. The long-range condition of apportionment is in the hands of the Legislature and the Governor. The District anticipates additional equalization money will be available for us because we are a low revenue district. In the past two or three years, we have been helped through this method and hope it will continue.

Federal income primarily covers student financial aid plus small amounts through Vocational Education. This is expected to continue; however, it is not a major part of our budget. The District's local income is expected to remain about the same as it has been over the past several years.

The District anticipates increased growth and will, therefore, need additional facilities. We plan to participate in the Community College Construction Act, using this source plus donations from the community and joint use of facilities, to construct the needed satellites in Norco and Moreno Valley.

Concerning long-range planning for operational monies, the District anticipates using the growth segments of the state's current community college funding system and anticipates, that as a more permanent community college funding concept is developed, it will contain growth funds for districts in our particular position. In addition, we will continue to seek other resources from local support groups.

4.4 Academic Services

4.4.1 Program Review (see Atlas, Section D)

Academic Services monitors 73 different academic programs. Most of the data has been collected yearly since 1975. There are seven objective measures:

(1) ADA generated,
(2) WSCH/FTE,
(3) Comparison with Statewide WSCH/FTE,
(4) Percent Attrition,
(5) Apportionment Income,
(6) Expense,
(7) Cost/ADA.

In addition, an evaluative paragraph is written by the Dean responsible for the program, and a status recommendation is made. There are four status categories:

(1) Positive,
(2) Caution,
(3) Probation,
(4) Suspend.

Of the 73 programs, 63 have a current positive status, 6 are on caution, 1 on probation and 3 on suspension. Comparable figures in 1984-85 were 9, 3 and 2 respectively; so progress is being made. When a program receives a status category less than positive, the faculty of that program meets with appropriate Department Chair, Dean and the Vice-President of Academic Services and develops a plan of action which has as its goal a "positive" status within a one year period.

Every five years a Program Data Review sheet is filled out. This is a fifteen item questionnaire which probes additional aspects of each program.

It must be kept in mind that because of funding problems since 1978, growth was controlled and in some cases stifled, so that enrollment figures are not at all what they might have been had growth been allowed to meet student demand.

The second part of Institutional Assessment is in fact a summary of the first part. In addition, a scheduling priority is assigned based upon growth trends for each of the programs. These scheduling priorities have four categories:

(1) Increase,
(2) Maintain,
(3) Reduce,
(4) Suspend.

4.4.2 Plans

4.4.2.1 Educational Master Plan (see Atlas, Section I)

College Objective #4 for 1985/86, The Educational Master Plan, has been completed, and a copy is included in the Atlas. This objective had to be completed before other planning, such as facilities, could have gone very far.

Included in the planned activities, which were important to its development, were demographic studies, needs assessments, evaluation of program trends, regional program coordination (avoiding duplication of programs from other providers), and curriculum evaluation and instructional methodology. Important outcomes are decisions involving assigning certain programs to our various campus sites which will be developed within the next 15-year period. For example, as listed in the master plan, under consideration is **animal husbandry** for the Norco site, **hotel-motel-restaurant management** for the La Sierra site, and an increase in **agricultural offerings** at either or both Norco and Moreno Valley sites.

Among new developments instituted by our 1985-86 Curriculum Committee are:

a. A new mathematics computer laboratory, which is operational and will probably be impacted next year. The lab is one of the outgrowths of our efforts to do everything we can to help our students achieve success.
b. Self-paced courses in computer sciences will be increased.
c. Chemistry CAI is networked and operational.
d. Several new courses have been added in nursing, early childhood studies, graphic arts, business administration and theater arts.

Revisions in catalog descriptions and course outlines in several areas have been made. These will more accurately describe the courses and/or update the material covered.

As growth and site development occur, several other courses and programs are being prepared for the drawing board. Among them are:

a. **Food Services** certificate reinstated.
b. **Archeology/environmental** impact certification program--There is an archeological site on our newly-acquired property in Moreno Valley that the community is interested in protecting. It is the location of a possible "dig" sometime in the future.
c. **Interior Design** program.
d. **Fashion Merchandising** program.
e. Course work in electronic recording and computers in music.
f. Theater arts in television.
g. Lifelong learning program for senior citizens.

We are not looking for approval of any new courses or programs at this time. However, we are looking at the mix and distribution of various programs among the various centers.

We also will be looking at alternate delivery systems such as:

a. Cable programs originating from the Riverside City College campus.
b. New telecourses from the consortium.
c. Independent study via audio tapes (Freeway College) and video cassettes. The District is very alert to changing needs and trends.
d. One instructor has been granted a sabbatical leave for 1986-87 to develop interactive video programs for biology and health science.

To facilitate and implement the above plans, we have hired 2 new campus deans. One will be assigned to the Moreno Valley site and one to the Corona-Norco site.

4.4.2.2 Learning Resources

LIBRARY

A. Integrated On-Line Library System
The library is moving towards such a system, with implementation of the various phases from 1986-1988.

Phase 1--Conversion of the collection to machine readable tape, February-June, 1986.

Phase 2--Choosing an integrated system for RCC, compatible with the college's IBM mainframe computer, May-August, 1986.

Phase 3--Implementation of basic circulation system, May-August, 1986.

Phase 4--Enhancement and revision of circulation system module, August-December, 1986.

Phase 5--Implementation of acquisitions module, January-March, 1987.

Phase 6--Implementation of serials/audio visual modules, April-June, 1987.

Phase 7--Implementation of on-line catalog module and eventual discard of current public card catalog, July, 1977-June, 1988.

B. Patron Services
Inland Empire Academic Library Cooperative
It is planned that the library will re-join this cooperative in order to provide to eligible students the opportunity to borrow materials from neighboring college and university libraries.

Class Lectures/Orientations

The reference staff provides this service to all interested faculty on an ongoing basis. However, under staffing limitations, there is little room for much expansion of this service.

INSTRUCTIONAL MEDIA SERVICES

A. Equipment

On an annual basis, upgraded equipment will be provided for both instructional and non-instructional use. This upgrading will reflect the increased use of media in all areas of college life. It will include the shift from the use of traditional 16mm film to 1/2" video tape, the emphasis on self-produced materials (slides and overheads) for the classroom, and the emphasis on multi-media productions--slides/video tape and use of the computer via video tape.

B. Services

Faculty Workroom

A room has been equipped for faculty/staff use in the production of transparencies, charts, diagrams, etc., for classroom instruction. We will continue this service and enhance it by the addition of further practical equipment.

Video Taping

There has been a decline in instructor demand for video taping of classroom activities during the past year. We hope to reverse this trend if at all possible, starting in the fall of 1986, by working with departments concerned to provide a level of service consistent with instructor needs.

Materials Catalog

During 1986-87, an integrated catalog will be created of all the materials available to students and staff in the Instructional Media Center. At present, this information is available in separate, departmental book catalogs.

TUTORIAL/ASSESSMENT SERVICES

A. Tutorial Services

Currently, Tutorial Services provides tutoring in 11 academic areas and seven vocational areas, having made approximately 2,600 student contacts during fall semester, 1985.

Some growth is planned for the program. However, both budgetary and space constraints must be taken into account.

In the fall, 1987, a member of the faculty will assume supervisorial responsibility for the program and will teach a course for tutors. In this way, the college will be able to generate ADA both through this course and through tutor/tutee contact hours.

B. Assessment Services
During the school term, administration of assessment tests rests with this office. The service is provided on a regularly scheduled basis, to make sure students wishing to enroll in classes which start on dates other than the opening of the semester are served.

It is tentatively planned for fall, 1987, that the Assessment Office will provide additional testing to assist the English Department with more accurate placement of students in English 1A, English 50A and English 60.

In order to expedite the recording of assessment test scores on students' permanent records, it is planned for fall, 1987, that there will be a direct connection between the scoring activity and the mainframe computer.

LEARNING SKILLS (READING)
The Reading Program, established in its present form in 1982, has two main components: Reading Remediation/Improvement, and Learning Disabilities.

A. Reading Remediation/Improvement

Faculty, Full-time:	3.4 FTE
Faculty, part-time:	0.8-1.0 FTE
Classified Staff:	3.0 FTE
Course Offerings: (fall, 1985)	8 courses (26 sections)

Under Assessment/Remediation guidelines of the statewide Matriculation Plan, as well as implications of the Master Plan Review Commission's recommendations that the California Community Colleges' Board of Governors set minimum academic skill levels, the Reading Department is preparing to meet the mandate of the College Matriculation Committee: that entering students scoring below specified levels on the reading portion of the assessment test be required to take an appropriate reading course.

The first level requirement went into effect in fall, 1985. The second level requirement will go into effect in fall, 1986. The third level requirement should go into effect in fall, 1987.

First level reading skills: approx. 5th grade or below
Second level reading skills: approx. 7th to 5th grade
Third level reading skills: approx. 9th to 7th grade

However, space and scheduling constraints must be carefully considered.

Starting in fall, 1985, RCC's reading faculty started to implement their plan, in conjunction with faculty in vocational fields, to work with students experiencing reading difficulties. The pilot program was in conjunction with Vocational Nursing. Plans for fall, 1986, are to work with the R.N. Program and with the Office Education Program. By 2000 all vocational areas should be included.

4.4.2.3 Satellite (Off-Campus) Program Development

The College has traditionally offered credit courses at off-campus locations at Moreno Valley High School, March Air Force Base and La Sierra High School, to better serve students who live in communities outside of the City of Riverside.

In July of 1984, the Corona-Norco Unified School District was annexed to the District. In anticipation of this, courses were offered at both Corona and Norco High Schools beginning with the fall, 1983 semester. With the District-owned La Sierra site, acquisition of Navy property in Norco and the probability of a gift of land in the Moreno Valley, it became apparent a change in the approach to scheduling classes at the satellite locations would be required. In spring, 1984 a two-year projected schedule was developed for the collective sites in the Moreno Valley/MAFB and Corona/Norco/La Sierra areas. By rotating courses over a two-year period, entire certificate and degree programs could be completed at each location. This approach was initiated in order to test and develop market interest and participation. RCC's successful programs (Accounting, Business Administration, Computer Information Systems, Marketing and Supervision) will be the seeds of initial curricular offerings at the projected campus locations.

From 1981-82 to 1984 there was a steady increase in enrollment in the Corona/Norco/La Sierra areas (see Figure 36). At the same time, there was a slight, three-year decline and then a rise for the Moreno Valley/March Air Force Base area. Figure 37 shows the distribution of off-campus enrolled spaces. Table 8 shows the number of sections offered, spaces enrolled and average section size at the five satellite locations.

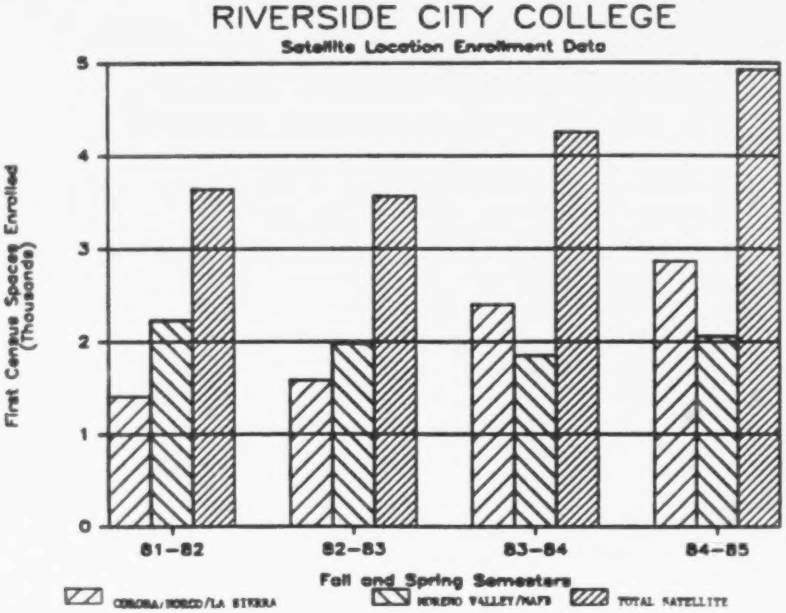


FIGURE 36

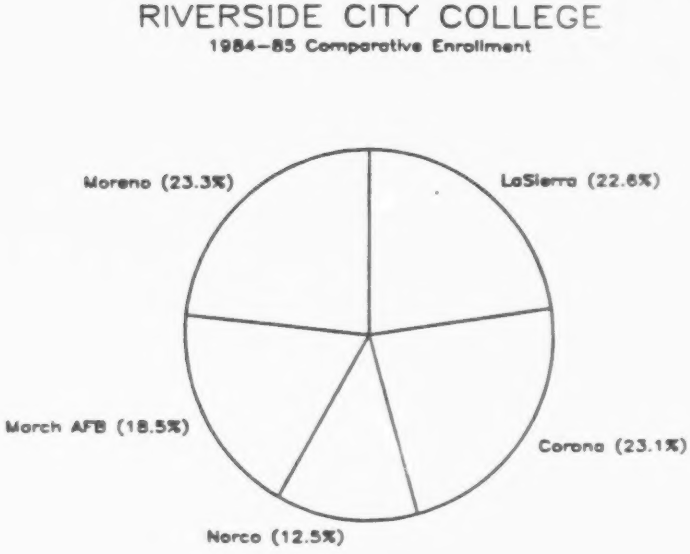


FIGURE 37

TABLE 8

SATELLITE LOCATIONS
ENROLLMENT DATA
1ST CENSUS WEEK

TOTAL SECTIONS OFFERED

	F 81	S 82	F 82	S 83	F 83	S 84	F 84	S 85	F 85	S 86
La Sierra	20	24	18	24	16	23	13	24	22	21
Corona			4		16	22	38	31	23	30
Norco					1	1	27	25	8	2
AREA TOTAL	20	24	22	24	33	46	78	80	53	53
MAFB	21	23	18	18	17	20	19	25	17	19
MVHS	18	24	15	20	15	12	17	35	43	36
AREA TOTAL	39	47	33	38	32	32	36	60	60	55
Satellite TOTALS	59	71	55	62	65	78	114	140	113	108
RCC TOTAL	1281	1308	1144	1124	1101	1146	1147	1236	*1508	*1599

SPACES ENROLLED

	F 81	S 82	F 82	S 83	F 83	S 84	F 84	S 85	F 85	S 86
La Sierra	681	732	756	779	621	815	498	614	620	575
Corona			51		480	487	696	442	690	759
Norco							357	260	208	30
AREA TOTAL	681	732	807	779	1101	1302	1551	1316	1518	1364
MAFB	597	522	575	461	508	574	496	417	318	364
MVHS	522	590	443	503	426	347	469	678	912	806
AREA TOTAL	1119	1112	1018	964	934	921	965	1095	1230	1170
Satellite TOTALS	1800	1844	1825	1743	2035	2223	2516	2411	2748	2534
RCC TOTAL	41776	38646	40340	38728	37700	31003	34948	34398	34540	31016

AVERAGE SECTION SIZE

	F 81	S 82	F 82	S 83	F 83	S 84	F 84	S 85	F 85	S 86
La Sierra	34	37	42	39	39	35	42	26	28	27
Corona			23		34	26	23	15	30	33
Norco							17	10	26	15
AREA TOTAL	34	37	40	39	36	28	25	17	29	26
MAFB	28	26	32	33	30	29	28	17	19	19
MVHS	29	27	30	28	30	29	29	19	21	22
AREA TOTAL	29	26	31	30	30	29	28	18	21	21
Satellite TOTALS	30	30	34	34	33	30	26	17	24	23
RCC TOTAL	33	30	35	35	34	27	31	28	23	19

*Cross-listed sections are included in the total making the number of sections higher than they actually were.

The student characteristics at satellite locations are parallel to those of the total evening population. In addition, a high percentage of students periodically surveyed state they plan to take additional courses at the Riverside campus. These two characteristics may indicate off-campus locations currently serve a recruiting function for both off-campus and on-campus classes.

Future projections also indicate a steady increase in both population and participation rates. Therefore, it can be assumed the number of sections offered and enrollment at off-campus sites will also increase. It is important such expansion be balanced with efficiency. As the average section size reaches thirty, additional sections will be added to the site. In order to maintain viable programs and classes, there will be a constant process of adding new programs, evaluation and purging. This process will mold the curriculum in each off-campus service area.

It should be noted that the need for adequate laboratory classrooms in the satellite locations may hinder curriculum development in programs requiring laboratory experience.

Student services will also be developed in each service area. In fall, 1985 "on line" computerized registration was offered in both the Moreno Valley and Corona/Norco/La Sierra areas. In addition, counseling, veterans' information, and assessment were provided.

An example of cooperation between two school districts (in this case, Corona USD and Riverside CCD) is the development of a shared computer lab. Each district furnishes 16 IBM computers and 8 printers. Corona High School also provides the facilities and utilities. High school students benefit from the lab during the day; and college students benefit during the late afternoons and evenings. This is a self-paced, open-lab system.

A primary challenge to RCC in the next five years will be to raise market awareness through a variety of marketing methods. The goal is to increase the participation rate to an average of fifty-five per thousand population in each community by 1990.

To facilitate and implement the above plans, we hired 2 new campus deans. One is assigned to the Moreno Valley site and one to the Corona-Norco site.

4.4.2.4 Community Activities Program (CAP)

The Community Activities Program began in summer 1982. The program consisted of fifteen activities which were primarily recreational in nature. Just prior to the fall, 1982 term, a list of credit courses which would no longer be funded by the state was announced. Those courses were quickly converted to the new fee-based community activities format and became a part of the fall schedule. The continuing education programs for nursing and real estate, as well as the planetarium programs, were also converted to CAP.

CAP has fulfilled its charge of offering activities of interest to the community which are not offered as a part of the regular instructional curriculum. Programs which emphasize activities, such as gourmet cooking, backpacking, computers, gymnastics and day trips seem to be the most popular. On the other hand, programs which deal with social issues, such as substance abuse, step-parenting, and widowhood, receive little or no response. The College for Kids programs are increasingly successful, with 1,393 spaces enrolled in summer, 1986. Children participate in everything from sports to computers and cooking. It is believed College for Kids not only offers a quality community service, but has a recruiting function by providing young people with a positive experience in a college setting and exposure to college staff. Future emphasis will be recreational programs with an educational slant.

In the Community Services area, program fees are kept at an absolute minimum but are still self-supporting. An example is the planetarium program. The fee is $30 for groups from schools, Boy Scouts, Girl Scouts, etc. These programs serve over 4,000 youngsters each year. Adults pay $2.50 each for similar programs in the evenings. Approximately 1400 people participate in a year's time.

A new program this year is called "New Places and Faces." The target group is seniors, and the program is held on Sunday afternoons, often a lonely time for older adults. For $7.50, lunch plus an arm-chair travel program is provided (usually slide-lecture format) by experienced travelers discussing their own areas of expertise from their perspective. About 40 people participate each Sunday.

Another fee-based program offered in summer of 1986 was "College Prep for Kids (Ages 8 and up). This was a cooperative effort between faculty from the Riverside Unified School District and the Riverside Community College District. Emphasis was on improving reading and writing skills. The program offered a 10 to 1 ratio of students to faculty. Forty-nine young people participated.

As of spring, 1987, the Community Activities Program will be expanding. New activities will include dinner theater and traffic violators' school. (see Figure 38 and Table 9).

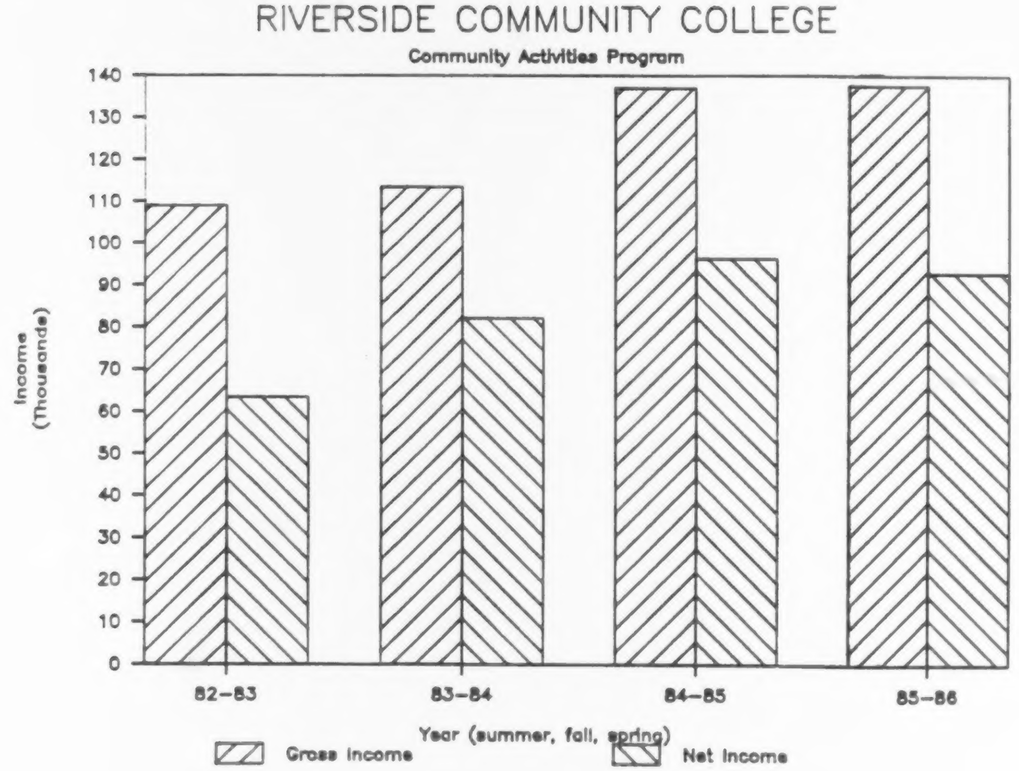


FIGURE 38

TABLE 9

COMMUNITY ACTIVITIES PROGRAM INCOME AND COST SUMMARY

PROGRAM	(REFUNDS DED) INCOME	DIRECT COSTS*	NET INCOME	(75% NET) PRESENTER	RCC	# ENROLLED	# OF PROGRAMS OFFERED	# OF PROGRAMS CANCELLED	PERCENT CANCELLED
SUMMER 1982	$24,578.50	$10,458.72 43%(no sch. cost)	$14,119.78	$11,554.30 47%	$2,565.48 10%	1,162	23	8	35%
FALL 1982	$40,054.23	$15,117.52 38%(no sch. cost)	$24,936.71	$19,000.55 47%	$5,936.16 15%	1,184	162	49	30%
SPRING 1983	$44,401.42	$20,047.19 45%(indep.CAP sch.)	$24,354.23	$20,558.80 46%	$3,795.43 9%	1,556	265	82	31%
SUMMER 1983	$34,731.25	$10,399.66 30%(% of sch.)	$24,331.59	$18,918.94 54%	$5,412.65 16%	1,201	96	21	22%
FALL 1983	$38,911.30	$10,196.96 26%(% of sch.)	$28,714.34	$22,345.90 57%	$6,368.44 16%	1,578	126	27	21%
SPRING 1984	$39,841.26	$10,753.95 27%(% of sch.)	$29,087.31	$22,779.00 57%	$6,308.31 16%	1,564	130	33	25%
SUMMER 1984	$46,593.00	$16,061.88 34%(% of sch.)	$30,531.12	$23,510.93 50%	$7,020.19 15%	1,244	128	11	9%
FALL 1984	$46,825.65	$13,357.01	$33,468.64	$24,997.07	$8,471.57	2,030	130	29	22%
SPRING 1985	$43,615.00	$11,237.29	$32,377.71	$25,181.16	$7,196.55	2,173	113	28	25%
SUMMER 1985	$47,887.50	$16,152.65	$31,734.85	$24,611.20	$7,123.65	2,042	98	15	15%
FALL 1985	$46,470.25	$13,916.41	$32,553.84	$25,535.80	$7,018.04	2,460	117	28	24%
SPRING 1986	$43,258.99	$14,990.39	$28,268.60	$21,965.90	$6,302.90	1,893	129	20	16%
TOTAL	$497,168.35	$162,689.63	$334,478.72	$260,959.55	$73,519.37	20,296	1517	351	23%

DIRECT COSTS: (Including cost of cancelled programs), Health Insurance fee, (income to RCC), Parking fee (income to RCC), advertising, schedule, supplies, CAP assistants, printing postage, mileage, unemployment & worker's compensation, T-shirts, certificates, vans & buses, entrance fees.

Revised 8/1/86

NOTE: School Planetarium programs are not included in the above figures (in Spring 1986, 45 programs were presented to 2,788 children.)

It is projected that by the fifth year of CAP's existence, the revenue received will cover all direct costs, direct support costs and indirect costs. In other words, CAP will be completely self-supporting. This will occur due to a continual increase in income, the number of programs offered and efficiency (see Table 10). In part, the success of the program is due to a revenue sharing concept. Presenter's pay is based on a percentage of the net income of their program (Figure 39). This encourages creative program development and active participation in marketing the program.

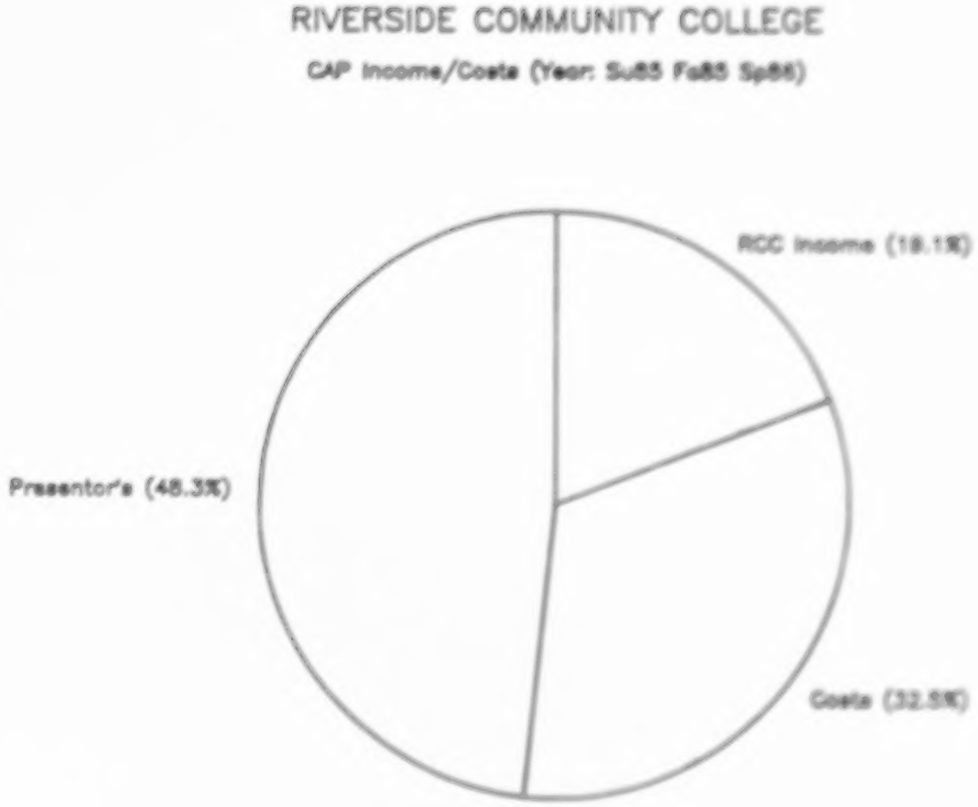


FIGURE 39

TABLE 10

COMMUNITY ACTIVITIES PROGRAM

Projected Growth 1984 to 1991 School Year

	(Actual) 1984-1985	(Projected) 1985-1986	(Projected) 1986-1987	(Projected) 1987-1988	(Projected) 1988-1989	(Projected) 1990-1991
Number of Programs	341	332	382 (+ 15%)	401 (+ 5%)	421 (+ 5%)	442 (+ 5%)
Gross Income	$138,328.15 (income per program + 13%)	$152,943.46 (income per program + 13%)	$199,083.40 (income per program + 13%)	$229,819.49 (income per program + 10%)	$254,557.65 (income per program + 5%)	$280,780.50 (income per program + 5%)
Direct Costs Including Presenters' Pay	$115,536.38	$129,680.31	$159,266.72	$183,255.59	$203,646.12	$224,624.40
Net Income for RCC	$ 22,791.77	$ 23,263.15	$ 39,816.68	$ 45,963.90	$ 50,911.53	$ 56,156.10

Direct costs include supplies, transportation, advertising, worker's compensation, parking fees, presenter and assistants fees. They do not include direct support costs.

Future goals for CAP include expansion of activities to off-campus sites in the Corona and Moreno Valley areas and the installation of a more efficient, computer-based registration and financial management system.

In addition, program development in areas which will support credit classes will be encouraged. An example is the day trips to art museums which are presented by an RCC art instructor. Such activities not only provide students expanded opportunities but can be a recruiting tool for credit courses.

Continuing Education relicensure programs are currently successful and should be developed in other occupational areas. This past year, approximately 500 certificates were issued in the two continuing education areas of real estate and nursing

4.4.2.5 Occupational Education

Objectives

Riverside City College's occupational education objectives are congruent with the California Vocational Education objectives. The curriculum is designed to meet the community's continued economic development based upon new and emerging technologies. Occupational education programs provide strengthening of basic skills, using the application of work-related curriculum free of sex bias and stereotyping. These training programs encourage equal access to all individuals, including handicapped and disadvantaged. The college has identified four major values, one of which is "Teaching Excellence;" therefore, vocational education instructional and administrative staff shall continue to be provided an opportunity to participate in staff development activities related to their respective occupational fields.

Jurupa Job Training Needs/Assessment

College Objectives #3, 4 and 7 call for various forms of needs analysis or assessment. One of these has been completed in the Jurupa area, where we assessed job training needs under a block grant funded by Riverside County. The Jurupa Project's objectives were:

1. Assess the Job Training/Educational needs of residents of the Jurupa Area.
2. Discover what are the perceived needs and barriers to education and employment.
3. Find out where the residents work and who their employers are.
4. Interview employers (present and future) to find out what job skills they need and will be looking for.

5. Do an inventory of present training facilities (including RCC), to see if the workers' and employers' needs can be satisfied or what additional needed skills need to be taught.
6. Find out why the unskilled or underskilled do not avail themselves of existing training providers.
7. Are additional facilities necessary? e.g. child care, training (what kind?)
8. Summarize the findings and share.
   (a copy of the Final Report may be obtained from the Dean of Research and Planning)

Contract Education

The college participates with various organizations to develop programs for meeting the changing training needs of local business, labor and government agencies. Riverside Community College offers customized training programs to these agencies on a contractual basis. Contract education allows the college to provide cost efficient instruction tailored to meet the specific need of each agency's employees.

Evaluation

The occupational programs at the college are continually evaluated using the "Comprehensive Program Review" process first developed in 1982. The California Community College Chancellor's Office Four Year Evaluation Plan is conducted by the occupational program staff. This plan requires the faculty advisory committee members and the occupational administrators to review each program and identify specific recommendations which will strengthen the program.

Five-Year Plan

The following Riverside Community College five year plan is a projection of present and future trends in occupational education programs (see Table 11). The percentage growth figures are based on population growth predictions and business/industry developments. Some comments on a few of our largest and most successful occupational programs follow.

Nursing Education

Over the next five years, the nursing program will not markedly change. The need for ADN graduates is not expected to increase very much in the next 5 years. Student interest is great at the advanced placement level for LVN's seeking to upgrade their career to that of registered nurse. Work sites for the LVN are already shifting from acute to chronic and home care settings, and we expect this trend to continue as the aged cohort increases and as prospective health care payments continue. As population increases in our area, we also anticipate a slight increase in the need for EMT staffing. Continuing education most likely will remain the same.

RIVERSIDE CITY COLLEGE
OCCUPATIONAL EDUCATION FIVE YEAR PLAN

PROGRAM	1986-87	1987-88	1988-89	1989-90	1990-91
ADMINISTRATION OF JUSTICE					
1. Basic Academy	(640 hrs) Additional Prerequisites	5%	5%	5%	5%
2. Correction/ Probation	5%	10%	20%	15%	15%
3. Inservice Trng.	10%	10%	10%	10%	10%
4. Fire Science	5%	10%	10%	10%	10%
BUSINESS/OFFICE ADMINISTRATION					
1. Accounting/ Banking	-0-	2%	3%	2%	2%
2. Computer Info. Systems	10%	10%	20%	10%	10%
3. Secretarial/ Info Processors	Open Computer Lab Classes	10%	10%	10%	10%
(1) Word Processing					
(2) Key Simulatr Bd					
(3) Office Machines					
4. Marketing	-0-	-0-	-0-	-0-	2%
5. Management, Prod/Ad	-0-	-0-	-0-	-0-	2%
*Hotel/Motel	Assessment	Planning	Curriculum Development	Program(s) Offered	5%
*Restaurant	"	"	"	"	5%
*Housing	"	"	"	"	5%
*Small Business	"	"	"	"	5%
COSMETOLOGY					
1. Basic Licensure Program	1%	3%	5%	10%	10%
2. Inservice Retraining & Updating	-0-	-0-	5%	5%	5%
3. New Technician Programs	Assessment	Planning	Development of Curricula	Esthetician	Electrologist
NURSING					
1. A.D.N.	-0-	3%	3%	5%	5%
2. L.V.N.	-0-	-0-	-0-	-0-	-0-
3. E.M.T.	-0-	5%	5%	10%	10%
4. Continuing Ed.	5%	10%	5%	5%	5%
5. New Allied Health Occ	Assessment	Planning	Development of of Core Curr.	Program Offered	
(1) Xray Tech. Catscan		Recruitment, Counseling, Prerequisites			25%
(2) Med. Lab Tech.					25%
(3) Laser Optics Surgical Tech.					25%
(4) Pharmacy Tech.					25%
(5) Respiratory Therapy					25%
TRADE & INDUSTRIAL					
1. Electronics	8-10%	8-10%	8-10%	8-10%	8-10%
*Microprocessing Repair	New Courses	25%	50%	25%	20%
Inservice Trng.	20%	50%	20%	20%	5%
2. Graphics	20%	10%	Laser Printing Color	10%	10%
3. Engineering Aide/Drafting-Mech.	New: Design & Manufacturing Courses (CAE)	50%	20%	Control 10%	5%
CAD	50%	50%	10%	10%	5%
4. Machine Shop CAM	20%	20%	20%	10%	-0-
5. Welding	2%	2%	5%	2%	-0-
6. Automotive Tech. Body Repair Mch.	2%	2%	2%	2%	2%
7. Air Cond. & Ref	-0-	1%	2%	2%	-0-
8. Manuf. Tech.	-0-	5%	10%	30%	10%
9. Dental Tech.	-0-	-0-	-0-	-0-	-0-
10. Agri-Business	-0-	-0-	1%	1%	-0-
11. Motorcycle	-0-	-0-	-0-	-0-	-0-
12. Surveying	-0-	-0-	-0-	-0-	-0-
13. Photography	-0-	-0-	10%	10%	10%

-0- = Status Quo
% = Increase in Program Growth
* = New Program/Courses

TABLE 11

Because of population shifts to the Riverside area, program expansion will be explored in Allied Health Occupations. Residents should not need to look outside our own area for short term, certificate courses to be technicians in pharmacy, x-ray, respiratory therapy, operating room and laser optics.

Cosmetology

The cosmetology program provides training opportunities leading to licensure in cosmetology, manicuring/pedicuring and cosmetology instructor. The program affords men and women a low cost means of acquiring skills which lead directly to employment opportunities.

Based on our current enrollment patterns, we continue to fill our basic cosmetology classes to the limits of available work stations, with students waiting for entrance into the program. Taking into consideration the possibility of some remodeling to our facilities, and adding more work stations, our enrollment should increase 10% by 1990.

In-service retraining and updating of licensed cosmetologists is also a need we have not been able to meet due to budget constraints. By 1988 we hope we can again provide continuing education for our growing industry.

We are receiving numerous inquiries regarding the possibility of resuming the esthetician program and the introduction of an electrology program, both of which lead to licensure. We should be able to start the esthetician program courses by 1989 and the electrology course by 1990; however, each will be contingent on the availability of funds.

Since Riverside County is in a state of rapid growth, the cosmetology industry will grow proportionately. The RCC Cosmetology Department will continue to be innovative in maintaining quality education and setting high standards in the training of our students for the benefit of the industry and the public to be served.

As new occupations emerge based upon new technology, an increased emphasis on teaching students basic skills in technical math, reading and writing using competency-based curricula will result in a revision of each curriculum pattern.

Business and Office Education

The Division of Business and Office Administration has recently experienced unprecedented innovation and growth. With the addition of computer laboratories operating under the open laboratory concept from seven a.m. to eleven p.m., the percentage increase in class sections offered is approximately 60 percent. Thirty-two new course offerings have been developed. Three additional certificate programs were created. Use of the open laboratory concept has allowed the creation of twenty-seven self-paced, individualized instruction courses. These courses attract re-entry students eager to complete a quick review or attain a higher level of skill development. It is anticipated growth in this area will continue. Instructors are currently researching possibilities for the addition of computer components for all business and office administration courses. Implementation of this is a goal over the next five years. Requests have been made for the addition of courses in public administration and hotel/motel management. Needs assessment studies are in the planning stages. It is anticipated that the Division of Business and Office Administration will continue to innovate to keep pace with the demands of business and industry.

Trade and Industry

The areas of electronics, engineering (computer aided drafting in particular), and graphics are currently enjoying a very strong employment demand, and projections indicate even greater growth within the next three years. The enrollment in these programs remains strong and is rapidly growing.

We anticipate pursuing ABET (Accrediting Board for Engineering and Technology) accreditation in electronics and mechanical engineering in 1987-88. This will greatly enhance the program's stature and ensure transferability of courses nationwide into four-year colleges and universities.

With the development of two new campuses and other educational sites, several programs would benefit by relocation, and the overcrowded situation during peak offering hours will be improved. Programs which would benefit the most from being moved are:

Agri Business
Air Conditioning
Construction Technology
Electronics and Graphics Technology

There is a great deal of industrial interest and projected employment that will justify curriculum expansion in manufacturing, computer-aided engineering, mechanical engineering technology, electronics, computer servicing and robotics. Curriculum is currently being developed to support this growth.

4.5 Administrative Services

4.5.1 Program Review (See Atlas, Section E)

There are three components in Administrative Services:

(1) Personnel Services,
(2) Communication Services,
(3) Public Information Services (including Production Printing).

Each of the services monitors the relationships of its expenditures to the current cost of education, its expenditures per ADA, and ADA per FTE staff. In addition, the latter two bench marks are compared with 10 other nearby community colleges. According to the figures, our District puts more of its resources into its Public Information Office than most of the eleven colleges, while it spends less on our Personnel Office. All three services have a "positive" status recommendation, except for the Production Printing portion of Public Information, which is on "caution."

4.5.2 Plans

As part of the College Information System, the Human Resources Information System (HRIS) is scheduled to go on line in July, 1987. Meanwhile, the manual processing of personnel functions will increasingly escalate. Temporary employees may be needed to help input personnel data into the office's personal computer.

Affirmative Action

All staff, certificated and classified, are recruited, selected, evaluated and promoted in accordance with the Affirmative Action Policy. The District Policy received a notice of total compliance April 15, 1980. The Plan was reviewed further in March, 1984, and was found to be satisfactory.

TABLE 12

Ethnicity of Staff (Fall, 1985)

Category	Hispanic	Black	Asian	American Indian	White	Total Distribution	Percent Minority
Administrative	4	3	1	0	40	48	17
Full-Time Faculty	10	5	4	1	146	166	13
Part-Time Faculty	25	28	7	1	399	460	13
Clerical/Secretarial	8	5	2	0	60	75	20
Cler/Sec Part-Time	2	1	0	0	3	6	50
Technical/Para-Prof	1	1	0	0	6	8	25
Tech/Para Part-Time	1	1	0	0	3	5	40
Skilled Crafts	4	0	0	0	4	8	50
Service/Maintenance	12	9	0	0	25	46	46
Ser/Main Part-Time	1	3	0	0	7	11	37
TOTAL	68	56	14	2	707	833	16

TABLE 13

Gender of Staff (Fall 1984)

CATEGORY	MALE	FEMALE	ETHNIC MINORITY
Certificated Management		32%	5%
	68%		0%
Classified Management		38%	0%
	62%		24%
Full-Time Instructors		37%	4%
	63%		6%
Part-Time Instructors	55%	45%	14% Combined
Classified Staff		60%	14%
	40%		17%

It has been and continues to be the policy of the District to provide every opportunity for employment and promotion to all members of the protected groups. It is further the policy and practice of the District to establish goals and timetables to the end that an employment posture which most closely parallels the ethnic population may be achieved. As resignations and retirements occur, a gradual improvement in representation of women and ethnic minorities has been attempted.

The 1980 Census indicates the ethnic minority in the City of Riverside is 25.6 percent.

In our "Goals and Timetables" for Personnel, we indicated a need in 1984-85 for one Hispanic and one woman in the clerical area, and one woman in Service/Maintenance. Both of these goals were met. We also met our goal in the area of Executive/Administrative/Managerial, with the addition of a female, Hispanic manager. We also hired a female black manager in March, 1986, thus reaching one of our goals for 1986-87. For 1986-87, the goals are as follows:

Goals and Timetables

Area	Ethnicity	86-87
Executive/Administrative/ Managerial	Asian	1
	Woman	1
Social Science	Asian	1
	Black	1
	Women	1
Humanities	Black	2
	Hispanic	1
	Women	3
Career Education	Black	1
	Hispanic	1
Natural Science	Black	1
	Hispanic	1
	Women	2
Health & Physical Education	Hispanic	1
	Women	1
Instructional/Support Services	Asian	1
	Women	3
Clerical	American Indian	1
	Women	2
Technical/Paraprofessional	Asian	1
	Hispanic	1
Skilled Crafts	Women	1
Service/Maintenance	American Indian	1
	Asian	1
	Women	2

We have several instructor openings for the 1986-87 academic year. It is anticipated that we will be able to achieve our goal for next year.

Staff Development

Riverside Community College has a very strong commitment to staff development for all segments of the college, faculty, management and classified staff.

The week before classes begin each year, faculty workshops are scheduled. In addition, workshops are scheduled for part-time faculty at the beginning of each semester.

Management workshops during 1985-86 included sessions on Soft-Ware Applications, Sexual Harassment, Conflict Management and Financial Planning.

Workshops for classified staff included sessions on Improving Written Correspondence, Telephone Dynamics, Lotus 1-2-3, Safety and Stress Reduction.

Committees have been formed to plan staff development activities. The committees began planning 1986-87 activities in June, 1986.

Gender Equity

Riverside Community College seeks to reduce sex segregation, bias and stereotyping in college classes and activities, and to promote infusion of equity concepts into educational programs and practices.

The Dean of Occupational Education serves as College Coordinator of the Gender Equity Program. Funding for conferences, as well as mileage, is provided by the Vocational Education Act. Workshops and seminars are given to vocational students by the Dean and other presenters on gender equity related topics.

Through participation in conferences and meetings and by networking with other equity personnel, the Gender Equity Co-ordinator has become a valuable resource and leader for the achievement of the goals of the program.

Projections

As the service area of Riverside Community College grows in the next five years, a continued effort to recruit women and ethnic minorities will result in a more obvious statistical improvement in the institutional staff. College Centers and Satellites will receive careful attention so as to provide visible gender and ethnic representation.

In the Gender Equity effort, increased awareness will also generate a wider acceptance of concepts. As Campus Centers and satellites are established, this awareness will be carried to and through the programs and activities at those locations.

Quality/Recruitment/Evaluation of Staff

College Objective #8 is Recruitment of Staff. For every retirement and every resignation, the College will try to replace that individual with someone who is superior. There is nothing more important than selecting and maintaining quality staff. As George Keller points out in *Academic Strategy*, "The hurdle for tenure should be: is there anyone *in the nation* better qualified than this man or woman who would be willing to teach at this level, at this institution? If there is, tenure should not be granted."

Evaluation of present staff is also very important. Recently, we have made considerable progress in this area. Again, Keller: "Nothing corrodes as much as the tendency in some universities to carry their incompetents the way some football-devoted universities carry their athletically gifted semi-literates."

The primary goal of our evaluation process is to help people do a better job. But after every effort has been made to encourage improvement and there is none, other strategies are developed. With the departure of a few of our ineffective staff, morale has soared within the affected departments and the entire institution. We will be recruiting minorities, seeking superior candidates, reviewing the selection process and studying alternative systems of rewards.

College Calendar

The College Calendar is developed by a joint administrative and Academic Senate ad hoc committee, composed of three representatives from each group. The proposed calendar is developed within the limits set forth in the negotiated agreement between the College District and Riverside Community College, CTA/NEA. The final adopted calendar is subject to the approval of the Association and the District.

An Alternative Calendar Committee has been established to review various options, with a view to possibly restructure the traditional Academic Year. It is anticipated the growth and development of the District and its various Centers and Satellites will necessitate a continuing review to ensure student and community needs are met.

Communications Center

Immediate needs are for larger work areas for each desk unit and upgrading or replacing the telephone system. Longer range plans will link the Communications Center's equipment with the satellite campuses via telephone lines.

Public Information

Marketing needs will continue to grow as the community grows. Long-range plans include an ongoing demographic analysis of community population and commercial growth, to best meet the needs of those identifiable publics. By targeting segments of the community, resources will be better used for disseminating information and purchasing advertising via print and broadcast media.

Information processing, in the near future, will continue to grow. The public will be bombarded by print and electronic information systems. Our public information needs will also grow with the new technology, and it is forecast that electronic transmission of college information directly into the homes will become a reality. Long range goals will also include the possibility of a news program from RCC broadcast on local cable networks and financed by college supporters. Such a channel would serve a large portion of our public information needs.

4.6 Business Services

4.6.1 Program Review (see Atlas, Section F)

Throughout the program review, it is evident that Business Services is looking forward to the implementation of IFIS (Integrated Financial Information System). These expectations will begin to be realized within a year.

In addition to the objective data presented, area Directors write subjective comments and recommendations pertaining to their operations.

4.6.2 Plans

As part of the College Information System, the Integrated Financial Information System (IFIS) is scheduled to be operational by July 1, 1987. Business Services personnel, along with others, are responsible for developing IFIS according to their needs. Part of the IFIS plan is to wean the District away from the Riverside County Superintendent of Schools Office's Computer Services. A careful analysis of IFIS's impact on work loads and other aspects of Business Services Operations will be made during 1987-88.

Budget (see Atlas, Section J)
The budget process at RCC is a very orderly one. The Assistant Superintendent and Business Manager has a Budget Advisory Committee appointed by the Superintendent/President to assist him.

In the Atlas (Section J), there is the Budget Calendar for 1986 and selected portions of the 1985-86 Final Budget. The total budget contains 543 pages of line items. This particular budget sequence is by location. Budgets are available in all division offices and are accessible to anyone who is interested.

Facilities (see Atlas, Section K)
The Facilities Management segment of Business Services has been heavily involved in current College Objective #5, Physical Environment. Under this heading come Equipment Assessment Analysis, Replacement/Repair of Current Equipment, Maintenance/

Repair Resources, Room Renovation/Remodel/Upgrade, Heating/Air Conditioning Improvements, Energy Management and Campus Beautification. One of the President's Strategic Planning Advisory Committee's top priorities for the coming year was to improve the physical environment, with attention to the above listed items.

Facilities has also been working on parts of College Objective #3, District Site Development. In cooperation with the City of Riverside and Riverside's Redevelopment Agency, the College is in the process of building three baseball fields in the arroyo west of Magnolia Avenue. We also are reviewing the use of student services and physical education facilities, parking, and the art gallery in the quadrangle during this year.

Our number one priority is to complete the baseball facilities in the arroyo. Until our enrollment increases, the District will not be eligible for state support for some of the following facilities it is proposing to the Chancellor's Office:

(2,3,4) Center Sites in La Sierra, Moreno Valley and Norco,

(5) Early Childhood Studies Center,

(6) Bookstore Expansion,

(7) Tech A Expansion,

(8) Library Expansion,

(9) Maintenance and Operations Facility.

For detailed information, see Atlas, Section K.

Deferred Maintenance
Of great importance to the District is the Deferred Maintenance Program for which costs are shared 50-50 by the local District and the Chancellor's Office.

Approved for 1985-86 are the following:

Chancellor's Priority No.	**Project Description**	**Total**
2-28	Replace Boiler-Physical/Life Sci.	$35,000
2-94	Replace Physical Sci Exhaust Fume System	15,000
2-117	Replace A/C Tech "A" Bldg	25,000
3-134	Refurbish Boilers-Men's & Women's Gym	60,000
3-166	Replace HVAC- Admissions Bldg	
3-200	Replace Landis Auditorium Catwalk	30,000
3-205	Replace Data Processing Bldg Wall	12,000
3-206	Replace Security/Perimeter Lighting	27,200
	TOTAL	$239,200

Deferred Maintenance needs for 1986-87 through 1991-92 may be found in the Atlas, Section K

4.7 Student Services

4.7.1 Program Review (see Atlas, Section G)

Student Services uses basically five objective criteria in its Program Review:

(1) Expenditures and their percentage change over the year before,
(2) program budget's percentage of Current Expense of Education,
(3) Student contacts per FTE,
(4) Expenditures per ADA,
(5) ADA per FTE of staff.

Comparisons with eleven other nearby similar colleges are made in two areas:

(1) Program cost per ADA,
(2) ADA per FTE of staff.

With the two exceptions of the Handicapped and the Student Activities programs, Riverside's costs per ADA are lower than the majority of the other eleven colleges. In the case of ADA per FTE, our Handicapped program ranks fifth (low to high). The other six RCC programs are ranked at 7 or above.

In addition, a subjective evaluation is written by the manager responsible for the program, and a status recommendation is made (positive, caution, probation or suspend). Of the seven programs evaluated, all have "positive" statuses. Counseling moved from "caution" to "positive" this year.

Auxiliary Services (Bookstore and Food Services) are evaluated on a different basis. Their emphasis is more on the bottom line (i.e. net profit after expenses are deducted from income). Subjective comments and status recommendations are also made. Both are "positive."

The athletic program with twelve different men's and women's sports has a little different objective evaluation format. Emphasis is on enrollment, participation and cost per ADA. Two of the programs are on "caution" (women's tennis and track). In each case, the number of participants needs to be increased because expenditures are exceeding income. At times, this factor is offset by other overriding considerations. Both men's and women's swimming are currently on "suspension." Reinstatement of these programs is presently under review.

4.7.2 Plans

The description, appraisal and plans for Student Services can be found in Standard Four of the College's recent Self-Study in connection with our 1983 accreditation. For purposes of compliance information, special sections on Counseling, Financial Aid/EOPS, Handicapped and Matriculation are included in this document.

For 1985-86, a slightly modified organizational structure went into effect (see Atlas, Section L). There is a new Dean of Student Services and a new Dean of Counseling and Support Services. During this year, these individuals have been assessing past and current practices.

4.7.2.1 Admissions

Admissions anticipates a growth of eleven-thousand, two-hundred and forty-four (11,244) students through 1995, for an approximate total of twenty-four thousand, six-hundred and fifty-two (24,652) students. Given this projected enrollment and a participation rate of 45.4 per one thousand residents, we foresee an increased demand in the area of Admissions and Records.

We have implemented mail-in registration and are offering registration at off-campus sites. As we establish more off-campus locations, innovative approaches to meet student needs in the future will be constant.

At this time, the District is studying the feasibility of a centralized administrative operation, and as these plans solidify, we forsee an adjustment to meet the needs of our students.

4.7.2.2 Counseling

Counseling is a vital part of the educational process at Riverside Community College. During the academic year, Counseling services over 8,000 of the students enrolled at the college. Current full-time equivalency for staff is 10.0. The overall effectiveness of the program has been greatly enhanced by our new computer system. All counselors at the college have their own computers, and this enables them to have access to an array of data on each counselee.

Counseling services rendered include academic and career planning. Academic counseling provides the student with specifics on degrees offered, certificate programs and transfer requirements. Career planning is greatly enhanced with both the Apple II system and the System of Interactive Guidance Information Plus (SIGI+). The Apple II computer enables the counselor to use the Discover Program, Peterson's Guide, and Career Search. Career Search is especially helpful since it is geared toward handicapped individuals. The System of Interactive Guidance Information allows students to explore countless careers and to find out about specific degree requirements. All of this hardware and software is housed in the Career Center, easily accessible to students.

93

Counseling also handles the orientation and testing process for incoming students. Students are provided an overview of the college, familiarized with available services, and counseled in the appropriate courses. A script is standardized to assure all important areas are covered.

Counselors are also involved with high schools in the area (each counselor is assigned to at least two neighborhood high schools), New Directions, Veterans', and Financial Aid counseling.

Since more students will soon be enrolled at the college, counseling needs will continue to meet the growth pattern by hiring additionally needed personnel. The mentor program, comprised of interested faculty to act as advisors, will also provide needed service to students.

Finally, guidance courses will be offered and taught by counselors next fall; such courses are designed to provide students with the necessary foundations to successfully complete their educational goals.

4.7.2.3 Financial Aid/EOPS

The Financial Aid Office makes funds available to needy students in an equitable manner. The distribution of these funds is closely regulated by laws designed to direct educational support funds to those who need them most. The Financial Aid Office of Riverside Community College uses the Nationally Standardized Needs and Analysis procedures designed by the College Scholarship Service (CSS) and approved by the federal government. The form submitted to CSS is the Student Aid Application for California (SAAC); the information provided enables the college to establish a fair contribution from the parents and student. Every student receiving financial aid is required to have an individual counseling appointment, at which time an individual educational plan is formulated.

The Extended Opportunity Program and Services (EOPS) of Riverside Community College is directed toward the goal to recruit and retain students handicapped by language, social and economic disadvantages and to facilitate their successful participation in educational pursuits at the College. Eligibility criteria for the EOPS program are primarily economic.

Title 5 of the California Administrative Code states EOPS students cannot have a family income greater than $11,999 for a family of four, $10,999 for a family of three, and $9,999 for a family of two. Efforts to identify EOPS students concentrate on students already enrolled at the College as well as students in the high schools.

"Above and beyond" services for EOPS students include early registration, special tutorial treatment (one tutor for each EOPS student) and a distinctive orientation program. Over a three week period, 700-800 students are given an entire day, with lunch provided, to understand some basic processes essential for collegiate success. Topics include how to obtain enrollment fee credit, assessment, registration, tutoring, use of the library, study techniques, etc. As the day goes on, one can feel these students' anxiety levels drop.

The EOPS Office is dedicated to increasing substantially the number of ethnic minority students graduating from Riverside Community College during the next five years. Future priorities will be on retention of students enrolled in college, with the emphasis on academic support for relatively high achieving ethnic minorities; secondly, outreach programs have been designed to improve the academic preparation of students in junior and senior high school, and finally, to increase needed support services that have a significant influence on student enrollment and retention. Counseling, career guidance, basic skills, survival skills and child care services are of particular importance to students recruited by the EOPS program.

The basic services of the EOPS program are:

1. Tutoring in academic subjects
2. Academic and career counseling
3. Outreach, including direct recruitment, early contact with junior high school level students, and special readiness activities prior to college enrollment
4. Special instruction, such as in basic skills, language development, translation, library utilization, career planning classes, and ethnic studies
5. Cultural enrichment functions, designed to enhance the appreciation of cultural differences and similarities among students and college staff
6. Direct grants, work-study, and/or short-term loans.

The services named above are consistent with the mission of Riverside Community College and the California Community College Chancellor's Office.

These services should continue to reflect an institutional concern for students' physical and mental health, as they relate to their educational progress. The comprehensiveness of the services will depend on the continuation of State funds and the number of EOPS eligible students.

Funding History

1980-81:	$191,121	Students:	350
1981-82:	$213,996	Students:	410
1982-83:	$192,596	Students:	380
1983-84:	$178,821	Students:	300
1984-85:	$189,168	Students:	360
1985-86:	$195,280	Students:	405

Projected Funding

1986-87:	$218,300	Students:	420
1987-88:	$229,200	Students:	450
1988-89:	$240,600	Students:	490
1989-90:	$252,700	Students:	530
1990-91:	$266,600	Students:	560

4.7.2.4 Disabled Student Programs and Services

A. Background

Riverside Community College has the oldest community college program for the deaf in the United States. Beginning in 1961, 12 hearing-impaired students were registered in vocational programs, with the assistance of a full-time staff member who served as counselor and interpreter/ tutor for the students. Additionally, the faculty member taught language-oriented classes. The staff soon increased to 2 full-time faculty, plus interpreters and notetakers to serve an increasing student population. Initially, funding for these special services provided educational support for handicapped students only through age 21.

By 1975, a physically handicapped student component was added to the program, which was funded on the same basis as the deaf/hearing-impaired program, still limiting the students served to those below 21 years of age. A full-time faculty member was hired to manage the physically handicapped caseload, including the visually-impaired.

In 1977, State legislation (AB77) was passed which provided services to handicapped students of all ages at community colleges. By this time, 3 full-time faculty taught mostly language-oriented and math classes in special sections to deaf/hearing impaired students. In the fall of 1980, a learning disabilities specialist was hired. A stronger emphasis on mainstreaming was initiated in 1981.

Riverside Community College's barrier removal project began in 1977/78, with curb cuts and ramps being provided to facilitate student movement on campus. In 1979/80 $369,000 was spent for a major barrier removal project, which included the installation of two new elevators, electric doors for the library and cafeteria, and some major ramps to provide access to the photography classes and Wheelock Gymnasium. Other electric doors have been installed in the Admissions building and the Student Services building.

B. Current

The Handicapped Student Program and Services have continued to evolve. The majority of students are mainstreamed into regular classes, with the aid of interpreters and notetakers. Thus, the College is in compliance with AB77, Section 504 of the Rehabilitation Act of 1973 and Title 5 regulations.

Our program currently serves 3 primary populations (hearing-impaired, physically handicapped, learning disabled). The unduplicated count for the 1985/86 school year was 90 deaf/hearing-impaired, 152 physically disabled, including the visually impaired, and 99 full service learning disabled, with an additional 111 receiving partial services.

"Above and beyond" services provided to students with disabilities are according to individual need. Among the available services are: vocational, academic and personal counseling; campus orientation, including location of elevators and accessible restrooms and priority registration for all disabled students; provision of mobility aids for blind and physically handicapped students as needed; interpreters for deaf and hard of hearing students; notetakers for the deaf, blind and physically handicapped; readers for the blind; tutors for any disabled student needing this service; wheelchair loan for physically handicapped students; designated handicapped parking spaces; elevators for the physically handicapped; visual aid equipment loans; and tape recorders for the blind.

We have an advisory committee which meets 2 times each academic year. Membership includes a student from each of the disability groups served. The committee is continually seeking ways to improve services/programs to students and makes recommendations on how funds can best be used.

Each year DSP&S is part of our Student Services Program Review. Our formal comprehensive plan (Project Plan), which was originally written in 1980/81, is submitted yearly to the Chancellor's office and covers 10 parameters. The current program review may be found in the Atlas, Section G. The Parameters Statement and Final Excess Cost reports are kept at the College.

C. Future

DSP&S programs are expected to parallel the total college growth. See Figures 40 and 41. Several factors support this. As the College enrollment increases because of the rapid population growth in this area, it is anticipated the disabled population will increase proportionately. Also, with the advent of PL 94-142 and Section 504 of the Rehabilitation Act, more and more handicapped individuals are availing themselves of the opportunity to attend college. Additionally, because of spiraling educational costs at four-year institutions of higher learning, State and federal agencies, which often fund the education of the handicapped (i.e. Vocational Rehabilitation), are referring their clients to the more affordable community colleges.

4.7.2.5 Student Services

A. Athletics

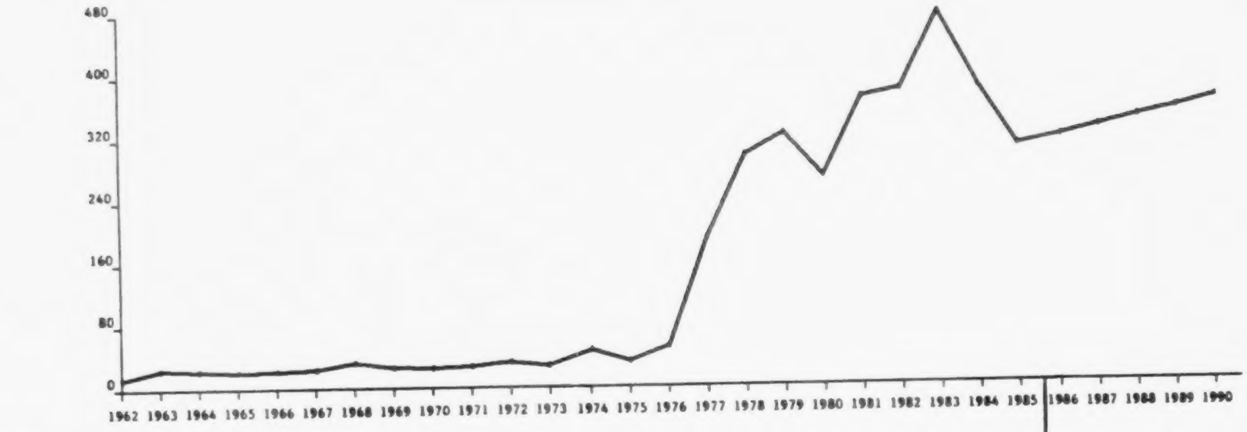
The Athletic program continues to be an important part of the total educational program at Riverside Community College. The program has a strong record of success, along with community and student support.

1986-87

1. All sports except football will enter a new athletic conference, the Orange Empire Conference. Football will remain in the Mission Conference.
2. Soccer will be added as an inter-collegiate sport.
3. Men's and women's swimming and diving will be reinstated as inter-collegiate sports.
4. Water Polo will be evaluated to see if it should be added during the 1987-88 college year.
5. A new volleyball coach will be hired.
6. The position of Strength Conditioning Coach will be added.
7. The Summer Swimming Program will become a Community Activities Program (CAP) Program. Particular attention will be placed on having the program serve as a feeder program to the inter-collegiate swimming program.

RIVERSIDE CITY COLLEGE

HANDICAPPED STUDENT PROGRAMS AND SERVICES
PROGRAM ANALYSIS - 1961 TO PRESENT
TOTAL UNDUPLICATED STUDENT COUNT



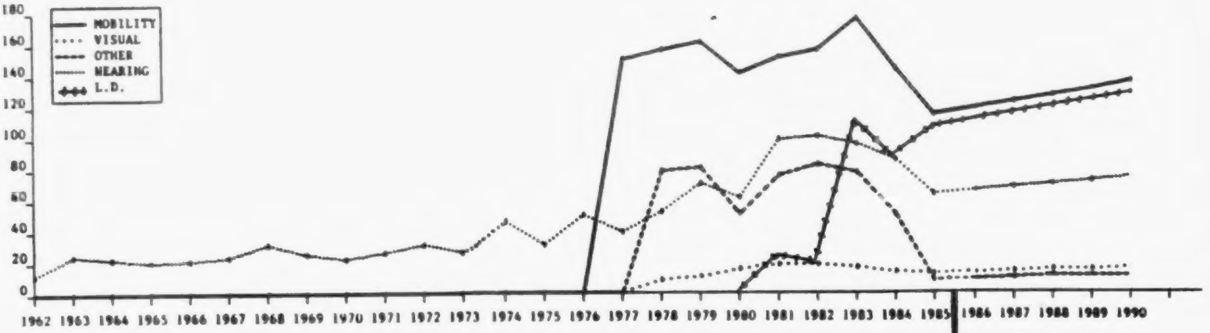
	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990
TOTAL STUDENTS	12	24	22	20	21	23	31	25	24	26	31	26	46	31	50	188	293	320	266	365	375	473	379	303	313	325	337	348	361

PROJECTIONS 1986-1990

FIGURE 40

RIVERSIDE CITY COLLEGE

HANDICAPPED STUDENT PROGRAMS AND SERVICES
PROGRAM ANALYSIS - 1961 TO PRESENT
UNDUPLICATED STUDENT COUNT



	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990
MOBILITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	149	155	160	140	150	155	175	143	114	118	122	126	130	135
VISUAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	10	15	18	18	16	13	12	12	13	14	14	15
OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	78	80	50	75	82	77	50	8	8	9	10	10	10
HEARING	12	24	22	20	21	23	31	25	22	26	31	26	46	31	50	39	52	70	61	98	100	95	85	63	65	67	69	71	74
L.D.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	24	20	110	88	106	110	114	118	123	127

PROJECTIONS 1986-1990

FIGURE 41

1987-88

1. Possibly reinstitute water polo as an inter-collegiate sport.
2. Possibly will need to hire a tennis coach, depending on retirements and college needs.
3. Study current Athletic Trainer/Equipment Manager position.
4. Evaluate training room and develop plans for remodeling and expansion.
5. Study the feasibility of and community support for an all weather track.

1988-89

1. Install an all weather track
2. Develop athletic master plan, to include designation of future home campus for each sport.

1989-90

1990-91

1. Have intramural program in place at new campuses.
2. Have recreational equipment available at new campus sites.
3. Have physical education activity classes and intramurals in place at new campuses.

B. Bookstore

The Riverside Community College Bookstore has proven to be a stable and well-run operation. The operating profits realized from the bookstore have been used to support necessary student programs and to provide funds for future expansion.

1986-87

1. The textbook and supplies ordering and inventory system will be computerized, using a new software package.
2. Expanded service will be provided at Moreno Valley High School and Corona High School (sites of Riverside Community College classes). This service will include more available supplies, additional security, text refunds and a greater selection of textbooks.
3. The size of the inventory will be reduced from the 1985-86 inventory.
4. Marketing efforts will be increased.
5. Plans will be formulated for bookstore operations at Moreno Valley and Corona/Norco, and expansion plans at the Riverside City campus will be reevaluated.

6. Software packages for inventory control and point of sale inventory will be explored. Particular attention will be given to installing a system to place each future campus store on-line.

1987-88

1. Point of sale inventory system will be installed.
2. Bookstore staffing will be reviewed. The need for a textbook buyer will be explored.
3. Riverside City campus expansion will occur.
4. The concept of a bookstore/food service mini-mart will be explored and completed.
5. Policies on text ordering, delivery and warehousing will need to be reviewed and changes implemented.

1988-89

1. Classrooms will be built on the Moreno Valley and Corona/Norco campuses. The bookstore will begin to offer regular and comprehensive services on the campus.
2. Depending on the level of service provided, an Assistant Manager will be assigned at each of the campus sites.
3. Inventory and text ordering will need to be tied to a central computer. Each campus bookstore will be on-line.

1989-90

1. Construction will begin on bookstores in Moreno Valley and Corona/Norco.
2. Staffing patterns will need to be reviewed.

1990-91

1. Text and supply ordering will be centralized.
2. Warehousing and delivery will need to be reviewed and modified.

C. Food Services

Major renovations have occurred in the Tigers' Den, and cosmetic changes have been made in the Cafeteria. The Food Services program has posted an operating deficit for the last several years. This will need to be immediately changed, along with planning for equipment replacement and facility and service expansion.

1986-87

1. Staffing will be reduced.
2. The Director of Food Services office will be moved downstairs. The old serving line will be remodeled to accommodate the office and provide necessary additional storage.

3. A master plan for vending machine replacement will be developed. At least one new vending machine will be purchased annually.
4. The operation will post a profit by June 30, 1987. Monthly goals will be established so the target can be met.
5. An inventory control procedure will be implemented.
6. Computerized Food Service software packages will be explored.
7. Standards of Operation will be developed, implemented, and enforced.
8. Riverside City campus dining areas will be evaluated and a plan will be developed for future growth.

1987-88

1. Purchase new vending machine(s) as per vending master plan.

1988-89

1. Operate food/vending service at Moreno Valley and Corona/Norco campuses.
2. Purchase additional vending machines as per vending master plan.

1989-90

1. Continue to expand services at Corona/Norco and Moreno Valley campuses.

1990-91

1. Provide cafeteria and Tigers' Den type service at Moreno Valley and Corona/Norco campuses.
2. Purchase vending machines as per vending master plan.
3. Begin expansion of Riverside City campus food service facilities.

D. Student Activities

The Associated Students of Riverside Community College underwent a thorough review during 1984-85. This review and a follow-up review during 1985-86 have produced significant growth in the student activities program. The Student Activities program has experienced approximately 50% growth in student involvement during 1985-86, and we expect a similar increase in 1986-87.

Campus clubs continue to be strong. The college has approximately 40 clubs, with 25 clubs being very active.

Our plans for program change during the next five years include the following:

1986-87

1. An Assistant to the Dean of Student Services (Certificated teaching assignment) will be added to the student activities staff. The existing Director of Student Activities position will undergo a title change. The new title will also be Assistant to the Dean of Student Services.
2. Particular emphasis will be placed on the development of campus fraternities and sororities. Riverside Community College will use a four year college and university model for the new program. The new Assistant to the Dean of Student Services will coordinate this effort.
3. A review and revitalization of our club program will take place. Emphasis will be placed on recruitment, student and staff development and methods to better communicate with the student body. Special attention will be paid to attracting minority students and evening students.
4. The student activities program will strengthen its ties with the instructional program. New activities, such as a Spelling Bee, a Trivial Pursuit game and an Academic Decathlon will be explored.
5. The Student Activities program will continue to increase its contacts with district high schools. High School Leadership Breakfasts and the college sponsored Leadership Conference will be expanded.
6. Communication with the total student body will increase. A newsletter "Tiger Talk" will be sent to each student. Booths will be set up periodically during registration and during the college year promoting student involvement and student services.
7. Better relationships will be established with the cities and community groups served by the Riverside Community College District. Joint sponsorship of activities, such as the Homecoming Parade, will be explored.

1987-88

1. Activities and services will be provided at Corona/Norco, Moreno Valley and March Air Force Base sites.
2. A task force will be formed to formulate structured changes, necessary to provide representatives at the new campuses.
3. Staff will be identified who will provide student activities leadership on the new campuses for the following year.
4. The Student Activities Program will organize and sponsor special activities in the cities of Moreno Valley, Corona and Norco.

5. We will have at least two fraternities and two sororities.
6. Form Task Force to review ASRCC Constitution and structure.

1988-89

1. Classrooms are expected to be built on the new campus sites. Space should be provided for a Student Activities Office.
2. The Dean of Student Services and the assigned Assistant to the Dean of Student Services will establish regular hours on the new campuses.
3. The new ASRCC student body Constitution, as recommended by the task force with structured changes, will be implemented.
4. At least three new campus clubs will be formed.

1989-90

1. Recruitment of Assistants to the Dean of Student Services at Moreno Valley and Corona/Norco (2 positions) will begin.
2. At least two more campus clubs will be formed on each of the campuses.

1990-91

1. The Assistants to the Dean of Student Services at Moreno Valley and Corona/Norco will begin service. The positions will also have teaching and/or counseling responsibilities.
2. One clerical position will be assigned to the student activities office at the Moreno Valley and Corona/Norco campuses.
3. Three new campus clubs will be formed on each campus.

5.0 SITE PLANNING, 1986-2000

For 1985-86, College Objective number 3 is "District Site Development." For each of the four sites (Riverside, La Sierra, Norco and Moreno Valley), the Superintendent/President has assigned an administrator (vice president or business manager) who is responsible for planning an orderly sequence of activities for this year toward the eventual development of each site. To assist him in this endeavor, each administrator has a committee of about a dozen PSPAC'ers, along with a faculty co-chair.

5.1 Definitions of Terms

5.1.1 Satellites, Centers, Campuses and Colleges

A Satellite is an off-campus location, such as a high school, church, bank, store, etc., in which the District offers one or more classes. Normally such sites are rented or leased on a temporary basis.

In a Center, one or more self-contained programs are offered; an example is the Academy of Justice in the Jurupa area. We offer a complete program in Administration of Justice there, as well as some general education courses. Also, a Dean is housed there along with some clerical staff. The District may or may not own the property.

To be a Campus, a more comprehensive selection of programs and courses must be offered. Normally, the District owns the land and the buildings on the site.

Colleges have their own separate administrative structures. For example, each college will have its own President.

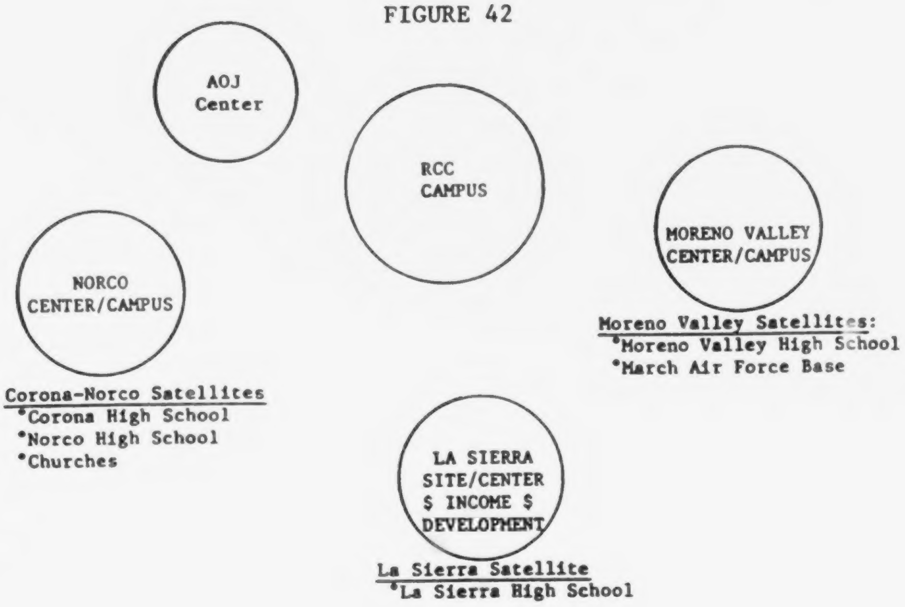
5.2 Configuration of the District

We will be a single college, multi-campus/center/satellite district. Over the next fifteen years, we will be developing campuses at Norco and Moreno Valley and a center in La Sierra. Technically, the campuses at Norco and Moreno Valley will be centers before they become campuses. This will give us three campuses (Riverside, Norco and Moreno Valley) and two centers (Academy of Justice and La Sierra). Additionally, we will continue to operate satellites according to need.

The motivation for developing these sites is twofold. In the case of Norco and Moreno Valley, it is to meet the anticipated growth of the population. The La Sierra site will be developed to produce income to supplement other funds for building Norco and Moreno Valley. The Board has weighed two other possibilities for La Sierra (selling or doing nothing) and decided that development is the best choice for now and far into the future.

DISTRICT CONFIGURATION
1985 - 2000

FIGURE 42


AOJ Center
RCC CAMPUS
MORENO VALLEY CENTER/CAMPUS
Moreno Valley Satellites:
•Moreno Valley High School
•March Air Force Base
NORCO CENTER/CAMPUS
Corona-Norco Satellites
•Corona High School
•Norco High School
•Churches
LA SIERRA SITE/CENTER $ INCOME $ DEVELOPMENT
La Sierra Satellite
•La Sierra High School

The District has hired the Blurock Partnership to develop some basic concepts of land use at the Norco, Moreno Valley and La Sierra sites. In addition, Blurock is going into considerable detail on allocation of spaces required, size, capacity of rooms and WSCH's. For some preliminary drawings, see Atlas, Section M.

Only on the Norco Site do we have a time line. We must show some evidence of doing what we said we would do in our application for the property within 48 months. We recently received a one year extension on the original 36 month deadline. For a period of 30 years from June 4, 1985, the U.S. Office of Education will make a yearly check on our progress. We now have a satellite presence in both Corona and Norco. These satellites could be phased out as the Norco site becomes first a center with limited offerings and then a campus with a comprehensive curriculum. The same step-by-step process will occur in Moreno Valley, except there we will not be under any time pressure. Our plan will be to move slowly as our enrollment increases. The income created via the La Sierra development will help put buildings on the Norco and Moreno Valley sites. Timing is critical. In our anticipation of increasing enrollments, we don't want to overcommit. We will use a conservative approach and be a year or two behind our actual enrollments. Patience will be needed to allow time for a cash flow to occur after La Sierra is developed. The resources must be there first, then the buildings.

The three eventual general campus sites are strategically well located. Norco will serve the Interstate 15 corridor from the Temescal Canyon (Glen Ivy Hot Springs) to Mira Loma and parts of La Sierra. Moreno Valley will meet the needs of residents of the eastern portion of the District along the Interstate 215 and State Highway 60 corridors. Riverside City Campus serves the central part of the District including the City of Riverside. The District is positioning itself to meet the needs of its residents well into the next century.

5.3 Commonalities to All Sites

- * All campuses will share the District's Business, Vision and Values statements.
- * Some of the full time faculty at RCC will have part of their teaching load at one or more of the other campuses, at least in the early stages.
- * We will be flexible.
- * We will not duplicate costly programs, either our own or those of nearby community colleges.
- * We will create programs to meet the needs of local areas within the District.
- * Normally, we will not sell District property; rather, we will acquire adjacent land when needed.
- * There will be a District-wide/Campus Educational Master Plan. (see Atlas, Section I)
- * There will be a District-wide/Campus Personnel Plan.
- * There will be a District-wide/Campus Facilities Plan.
- * There will be a District-wide/Campus Funding Plan.
- * Each Campus will be unique in the programs it offers.
- * Each Campus will be compatible with its surroundings.
- * All campuses will be linked by computer.

5.4 Riverside City Campus (RCC)

5.4.1 Assumptions

- * Growth on this and other campuses and satellites will be controlled.
- * By 2000, the Riverside City Campus will have approximately 22,000 students.
- * District Administrative Offices will be moved to the La Sierra Site.
- * There will be increased reliance on public transportation and car pooling.
- * Financial aid to students will continue to increase to accommodate growth but not inflation.

Riverside City Campus has undergone several construction and remodel projects during this college year. The major project currently underway is the Arroyo Sports Complex. Expected completion date for this project will be late fall, 1986. Quad 134-AB was remodeled and renamed the Earl A. McDermont Hall.

A staff committee is reviewing the potential of expansion for the Child Development Center to accommodate additional children to meet campus needs and the needs of some of the community for child care for working mothers. The Admissions & Counseling Building is currently undergoing internal remodeling to more adequately use the space available. Other projects under study include the Art Gallery remodeling and the Bookstore expansion.

5.4.2 Timelines

FIGURE 43

	PROJECTS FOR RIVERSIDE CITY CAMPUS	1985	1990	1995 2000
1.	Arroyo	%%%%%%		
2.	Property Acquisitions			
	Property A	%%%%%%%%%%		
	Property B	%%%%%%%%%%		
	Property C	%%%%%%%%%%		
	Property D	%%%%%%%%%%	%%%%%%%%	
3.	Remodel Art Gallery in Quad	%%%%%%%%%%		
4.	Relocate District Headquarters		%%%%%%%%	
	Remodel Ad Bldg Classrooms		%%%%%%%%	
5.	Parking Additions (Need 1000 spaces)			
	Property A (40 spaces)	%%%%%%%%%%		
	Stadium Way (City, 40-50 spaces)	%%%%%%%%%%		
	Arroyo (200 spaces)	%%%%%%%%%%	%%%%%%%%	
	Athletic Field near Child Center (20-40 sps)	%%%%%%%%%%	%%%%%%%%	
	Private Prpt Acquisitions vs Multi-Level	%%%%	%%%%%%%%	%%%
6.	Student Services Remodel/Relocate			
	Admissions and Records	%%%%%%%%%%	%%%%%%%%	
	Associated Students	%%%%%%%%%%	%%%%%%%%	
	Bookstore	%%%%%%%%%%	%%%%%%%%	
	Counseling/Career Planning	%%%%%%%%%%	%%%%%%%%	
	Food Services		%%%%%%%%	
	New Directions	%%%%%%%%%%	%%%%%%%%	
	Placement Office	%%%%%%%%%%	%%%%%%%%	
7.	Information Systems			
	College (RCC Campus)	%%%%%%%%%%		
	District		%%%%%%%%	
8.	Wheelock Field/Stadium			
	All weather track	%%%%%%%%%%		
	Stadium seating on North side		%%%%%%%%	%%%%%%%
9.	Landis Auditorium Upgrade	%%%%%%%%%%	%%%%%%%%	
10.	Corporation Yard		%%%%%%%%	
11.	Instructional Media (Learning Resources)		%%%%%%%%	
12.	New Classroom/Lab building			%%%%%%%
13.	Realign Northern Boundary Roads (Saunders, Prospect, Stadium Way)	%%%%	%%%%%	
14.	Cover Canal		%%%%%%%%	
15.	Freeway Access at Prospect Avenue		%%%%%%%%	

5.5 La Sierra Site

5.5.1 Assumptions

- The District will not sell the land.
- It will be developed to produce income.
- It will also serve as an educational center.
- It will also house District Administrative Offices.

5.5.2 Steps Toward Development

Subsequent to seeking legal advice, the District is in the process of authorizing the formation of a non-profit corporation. After some necessary legal steps, this corporation will develop a procedure whereby developers will make proposals for ground lease of a portion of the land. Following the principle of "highest and best use" of the land, the corporation will approve one or more of the proposals. As a result, the District should realize an income over the life of the lease (usually 55 years). At that time, the property will revert back to the non-profit corporation, and if the need is there at that time or following any subsequent lease, the property could be put to educational use to serve future generations.

5.6 Norco Site

As mentioned before, the District has a built-in timeline of 36 months for showing progress in developing this site. At the present time, it is just raw land.

The survey of the Norco property is now complete and fencing boundaries have been identified. Next the District will request bids for completion of the fencing.

The Blurock Partnership has received the comments and suggestions of the Site Planning Committee and has revised its conceptual site plan accordingly. This plan has been prepared and provided to the college.

Dr. Budd and members of the Board of Trustees have been visiting community groups and Corona/Norco Unified School District groups for the purpose of presenting our plan and seeking input. Service clubs, schools and chambers of commerce have been the focal point of these presentations.

Currently, we are beginning to reach a classroom saturation point at Corona High School. The District is in competition with Corona-Norco Adult Education for instructional space in the evening. Some spill-over can take place at Norco High School and local churches.

5.6.1 Timelines	1985	1988	1990	1995	2000
*Enrollments	1500		3200	6000	8000
*Classrooms		3	6	10-15	20

By 1987, road access to the property from Hamner Avenue should be determined and be progressing toward completion.

5.7 Moreno Valley

The reconveyance of the Moreno Valley site has occurred. Formal deed transfer will be the next step. Current activities include the approval of the specific site amendment by the Moreno Valley City Council. Also, work continues with Alan Smith of Blurock Partners on site planning and facilities. Mello-Roos funding and other alternate funding options are now being explored.

Moreno Valley does not have the constraints that Norco has (i.e. 36 months to show progress in developing the property). The two areas are quite different. Norco is more rural, with half-acre lots, bridle paths paralleling streets, and nearly each household owns poultry or stock. Moreno Valley, on the other hand, is more suburban with smaller lots, houses close together, with new tracts opening up with increasing frequency.

Despite the dissimilarities between Norco and Moreno Valley, the projected enrollments between 1985 and 2000 are quite comparable. Currently, there are about 1500 students enrolled in satellite sites at each area.

5.7.1 Timelines	1985	1988	1990	1995	2000
*Enrollments	1500	2400	3200	6000	8000
*Classrooms		3	6	10-15	20

By 1988, March Air Force Base and Moreno Valley High School will not be able to provide enough classroom space to handle the influx of expected students. Hence, three additional general purpose classrooms will be needed at the new site.

Student Services, such as counseling, bookstore, admissions, financial aid, will be provided gradually, as needed. Food Services will consist of vending machines at first.

Throughout this 15 year period, progress will be carefully monitored; classrooms and personnel will be added only when needed.

5.8 Jurupa Area (Academy of Justice)

The Jurupa area's boundaries are roughly the Santa Ana River to the south and east, the San Bernardino County line to the north and

Hamner and Milliken Avenues to the west. The Jurupa Job Training Needs Assessment project determined that although additional child care provisions are needed (and since the Project, they have been provided), no additional educational facilities are needed at the present time.

Currently, the only facility being used by the College is the Academy of Justice, which is north of Rubidoux near the County line. Peace Officers' Basic Training and in-service courses in Criminal Justice, Corrections and other aspects of Administration of Justice, as well as some Fire Science courses, are taught there.

In the next two or three years, we plan to offer some general education courses at the Academy. There are only six classrooms so there is not much room for expansion of offerings. At one time, we used Rubidoux High School as a satellite. In the future, if there is demonstrated need, we may once again establish a satellite in the area.

It is the current thinking of the Board that the western portion of Jurupa (Mira Loma) will be able to be served by the Norco campus and the eastern portion (Rubidoux) by the Riverside City Campus. In actual practice, the programs offered at the two campuses will probably be the major determinants for attendance. We will be carefully monitoring the use of the Academy of Justice and the population growth of the Jurupa area over the next several years.

Revised 9-10-86

RIVERSIDE COMMUNITY COLLEGE DISTRICT

COMPREHENSIVE PLAN

1986-2000

ATLAS

RIVERSIDE COMMUNITY COLLEGE DISTRICT

ATLAS

Table of Contents

Section A	Board of Governor's Statewide Mission
Section B	Board of Governor's Basic Agenda for 1986
Section C	Strategic Planning Objectives, 1985-86
Section D	Academic Services Program Review
Section E	Administrative Services Program Review
Section F	Business Services Program Review
Section G	Student Services Program Review
Section H	Accreditation Committee Report
Section I	Educational Master Plan
Section J	Budget
Section K	Facilities: ASF/Room Use/Five Year Plan/Deferred Maintenance
Section L	Planned Status of Services Programs/Budgets: HSPS, EOPS
Section M	EOPS Five Year Projection
Section N	Site Studies, Blurock Partnership
Section O	Organization Structure
Section P	Memberships of PSPAC I, II, III, Comprehensive Plan Writing Committee

SECTION A

BOARD OF GOVERNOR'S STATEWIDE MISSION

BOARD OF GOVERNORS' STATEWIDE MISSION

The Board of Governors reaffirms the role of the California community colleges as open door institutions in keeping with the tradition of the colleges and in keeping with the provision of the California Master Plan for Higher Education. This statement on the mission for community colleges is designed to assist the Board in carrying out its role as described in Education Code Section 71023:

> "It is the intent of the Legislature that the Board of Governors of the California Community Colleges shall provide leadership and direction in the continuing development of community colleges as an integral and effective element in the structure of public higher education in the state. The work of the board shall at all times be directed to maintaining and continuing to the maximum degree permissible, local autonomy and control in the administration of the community colleges."

Also underlying this statement is the intent of the Master Plan for Higher Education that public community colleges offer instruction in programs that may include but shall not be limited to:

> "standard collegiate courses for transfer to other institutions; vocational and technical fields leading to employment; general or liberal arts courses; and community services"

and be authorized to grant the associate degree.

The Board recognizes that the strength and vitality of the California community colleges derives from the fact that, within a framework of state planning and leadership, local boards of trustees have the responsibility to administer colleges in accordance with local as well as statewide needs.

The Board recognizes as a primary responsibility the setting of statewide priorities and ensuring that these priorities are incorporated in the plans of local districts with district responses to them evaluated by the Board of Governors. In this way, the statewide mission statement can be used for evaluation and planning and to assist the Board in carrying out its responsibilities for leadership and direction.

ACCESS

Admission to California community colleges is open to adults, high school graduates and others as identified by law who can profit from community college instruction. The community colleges have a unique, historical responsibility to provide open admission without regard to race, ethnic or national origin, sex, age, disability, sexual orientation, or prior educational status or any other unreasonable basis for discrimination. In carrying out their responsibility for access, colleges should promote academic standards and student achievement by appropriate assessment, placement, instruction and follow-up activities, as well as program evaluation.

FUNCTIONS

Transfer Education
Community college districts will provide transfer programs which are carefully and continuously articulated with other collegiate institutions and the high schools.

Vocational Education
Community college districts will provide vocational programs which will prepare students for entry level employment, occupational advancement, and career change. These programs will be articulated with secondary vocational programs and institutions offering advanced occupational training.

Associate Degrees
Community college districts will provide associate degrees in vocational-technical programs and liberal arts programs.

Certificate Programs
Community college districts will provide certificate programs leading to early employment, and for continuing re-entry education.

General Education
Community college districts will provide courses designed to contribute to associate degree programs and/or designed to broaden knowledge, skills and attitudes, to develop analytical ability and critical thinking and to foster interest in life-long learning in the educational, scientific and cultural fields essential for effective participation in a complex society.

Student Services
Community college districts will provide student services to meet identified needs of student development. Representative activities are:

-assistance in matters of admissions, financial aid and job placement;
-diagnostic testing, evaluation and monitoring of student progress;
-academic, career and personal counseling as related to the student's education;
-articulation with other collegiate institutions and with high schools;
-student activities.

Remediation and Basic Skills Education
Community college districts should provide remedial and basic skills education for students needing preparation for community college level courses and programs. Representative activities are:

-remedial courses for students with educational deficiencies;
-developmental courses and/or programs for students with special learning problems;
-ongoing diagnostic/prescription programs providing for individual student skills needs.

Continuing and Community Education

Community college districts should provide non-credit classes which respond effectively to the following state and local needs pursuant to Education Code Section 84711 and in accordance with local delineation of function agreements:

- -parenting, including parent cooperative preschools, classes in child growth and development and parent-child relationships, and classes in parenting;
- -elementary and secondary basic skills and other courses and classes such as remedial academic courses or classes in reading, mathematics, and language arts;
- -English as a second language;
- -citizenship for immigrants;
- -education programs for substantially handicapped persons;
- -short-term vocational programs with high employment potential;
- -education programs for older adults;
- -education programs in home economics;
- -health and safety education.

This section should not be construed to apply to or interfere with any ongoing credit programs offered in the areas listed above.

Joint Programs

Community college districts are encouraged to participate in joint programs with business, industry, labor and government.

Community Services

Community college districts should respond to unique local needs by providing through fees or other (nonpublic) local support:

- -avocational courses;
- -classes for the business and professional community;
- -recreational courses;
- -community and cultural events;
- -community and civic center functions.

SECTION B

BOARD OF GOVERNOR'S BASIC AGENDA FOR 1986

1986
Basic Agenda

Board Of
Governors

California
Community
Colleges

INTRODUCTION

Through its Basic Agenda, the Board of Governors annually offers its best judgment about the larger context for specific community college issues, as well as its best judgment about policymaking that should proceed to address these issues. It encourages concerted action by recommending the respective roles of the State (the Governor and the Legislature) and community college system (the Board of Governors and district governing boards) in developing the policies, and by recommending an order or sequence for these reforms.

For its 1986 Basic Agenda, the Board, after extensive consultation and analysis, has identified five objectives which establish the larger context for community college reform: excellence, mission, finance, governance and accountability.[1] Goals and specific recommendations are identified for each of these objectives and, taken together, constitute the Basic Agenda for 1986.

---

[1] Appendix A, entitled "The Context for Reform," summarizes the results of Board consultation and analysis to develop the 1986 Basic Agenda. The document also amplifies conclusions and recommendations made in the text of the Basic Agenda.

EXCELLENCE

Goal

Promote excellence in community college programs, services and employees through the joint effort of the State and the community college system.

Conclusions

Excellence in programs, services and employees is a goal that must be actively pursued even while the community college mission is under review. Neither the nation nor the State can afford to wait to improve the quality of its schools and colleges.

Excellence is achieved through the joint and continuous effort of the State and its community college system. The system's role is to establish benchmarks or standards of excellence, to evaluate progress against those standards, and to respond when improvements are needed. Within the system, district governing boards, together with their faculties, administrators and support personnel, have the greatest responsibilities for achieving excellence. It is particularly the faculty, in the final analysis, who must assume major responsibility for improving the quality of community college education.

The role of the State in promoting excellence is to assess whether the system has set reasonable benchmarks, whether progress is being made with regard to the benchmarks, whether the system needs additional direction, and, finally, to allocate available resources to meet the fiscal requirements of achieving and maintaining excellence.

Recommendations

The Board of Governors recommends the following initiatives to improve the excellence of community college programs, services and employees:

1. The system should continue its renewal of the curriculum through local district assessment of curriculum priorities in the humanities, arts, math and sciences; and through the development of clearly and publicly stated high expectations of performance for students.
2. The system should develop, analyze and discuss reforms on employment issues, resulting in recommendations of the Board of Governors to be introduced in legislation.
3. The Board of Governors will encourage the institution of regular intersegmental planning, policymaking and budgeting efforts, on a voluntary basis, among the University of California, the California State University, the Postsecondary Education Commission and the Department of Education.
4. The State should provide authority and funding for the systemwide implementation of a student assessment and follow-up reform (matriculation) based upon the model developed by the Board of Governors.
5. The State should provide authority and funding, as recommended in the Board's 1986-87 Budget, for a joint effort between the community colleges and secondary schools to improve the college preparation of high school students.
6. The State should provide authority and funding, as recommended in the Board's 1986-87 Budget, for a systemwide effort to provide staff development and renewal.

MISSION

Goal

Clarify and fulfill the mission of community colleges by fully assisting the State's effort to review the mission, and by acting to assure access to and success in postsecondary education among all student groups.

Conclusions

The community college mission is under review by the State and may be changed within the next few years. The system has a responsibility to fully assist the State's review, and the Board of Governors is making a major commitment to discern and represent the views of the system. A significant part of this effort is to provide an accurate and up-to-date portrayal of the colleges, and to describe the economic and social impact their programs and services are having. As an outcome of the review, the responsibility of the State will be to broadly define the mission of the community colleges, and then to subsequently review and guide efforts of the system to deliver the mission. The responsibility of the system will be to establish clear priorities within the mission, and to regularly monitor and evaluate efforts to achieve the mission.

Under current policy, the State has established its community colleges as open-door institutions, authorizing the Associate degree, transfer and vocational courses, general or liberal arts courses and community services to high school graduates or persons over 18 who are capable of profiting from instruction. Given this mission, California's community colleges have provided unparalleled access to public higher education during the past 25 years. California has led the way in educating minorities, the disabled, and other nontraditional students.

Current Board policy, as expressed in its systemwide mission statement, recognizes that providing educational opportunity for postsecondary education requires much more than simply promoting the open-door policy. Access to postsecondary education only becomes meaningful in the context of quality programs and a commitment on the part of the student and the college to achieve success. Students must be challenged by clear and high expectations of performance, be served by quality offerings, and be held accountable for demonstrating the capacity and motivation to benefit from instruction. Under these conditions, students undertake instruction with the "right to succeed," thus obligating each college to use its full resources to help realize the maximum potential of such students.

Enrollments of certain minority and other underrepresented groups have decreased significantly and disproportionately within recent years. The causes for this enrollment decline, which is also occurring elsewhere throughout the nation, must be identified and understood. The Board of Governors has conducted a symposium for this purpose, and recommendations will be made so that the State and system can take prompt action to enhance the enrollment and retention of minorities.

Recommendations

The Board of Governors recommends the following initiatives to fulfill the system's current mission and to assist the State in its review of that mission:

1. The system, through efforts coordinated by the Board of Governors, should assist the review of the Master Plan for Higher Education by both the Master Plan Commission and the Joint Legislative Committee.
2. The system, through efforts coordinated by the Board of Governors, should define and communicate the significant role that community colleges play in the economic and social development of California.
3. The State and system, consistent with recommendations of the Board of Governors, should undertake actions to enhance the recruitment and retention of minorities and other underrepresented groups.

FINANCE

Goal

Secure adequate, stable, predictable and equitable funding for community colleges—both for 1986-87 as well as for the long term.

Conclusions

Community colleges require adequate resources to deliver their mission with excellence and accountability. The role of the State in financing community colleges is to establish the broad mechanism or procedure for determining revenue needs and allocating revenues, to fund this mechanism or funding commitment to the maximum extent possible, and to provide colleges with adequate lead time and flexibility in the event of changes in the mechanism or reductions to the funding commitment. The role of the system is to, within the mechanism or procedure established by the State, determine the resource needs of the colleges to deliver the mission with excellence and accountability, to allocate revenues within the system, and to provide accountability regarding the allocation of revenues.

Because the finance mechanism funds the mission, the mechanism cannot be fully determined until after review of the mission is complete. The system, however, requires lead time to plan for and implement the new finance mechanism which will replace the current mechanism that expires on July 1, 1987. The State must balance these competing needs. To adopt a finance mechanism in the absence of certainty about the mission means the mechanism may require revision. To adopt a mechanism without adequate lead time means that accountability and excellence are likely to suffer.

Recommendations

The Board of Governors recommends the following initiatives to provide adequate, stable, predictable and equitable funding for community colleges:

1. For 1986-87, the State should fund the community colleges in accordance with recommendations contained in the Board of Governors proposed budget for 1986-87.
2. During 1986, the State should enact a new community college finance mechanism, to be effective July 1, 1987, and to be based upon principles of finance adopted by the Board of Governors, in consultation with community college and state officials.
3. During 1987 and beyond, the State should consider additional adjustments to the community college finance mechanism which may be necessary to reflect adopted changes in the mission of community colleges; and any such changes in the mechanism should be accompanied by adequate lead time to enable the system to respond.

GOVERNANCE

Goal

Clarify and improve the governance structure for community colleges.

Conclusions

The governance structure for community colleges is undergoing a long and difficult evolution, a metamorphosis that began in 1960, when the Master Plan for Higher Education first established junior colleges as a segment of postsecondary education. The severance of community colleges from secondary education—in mission, governance structures and financing methods—is still far from complete, even in 1986. While the Legislature has manifested a long-standing intent that the community colleges should be established as a separate system of postsecondary education, with governance provided by local boards and the Board of Governors, this intent has never been made a reality.

The governance structure for community colleges should provide the powers, duties and decisionmaking structures necessary to deliver the mission with excellence and accountability. Within this context, governance responsibilities can most simply and directly be delineated in terms of the State's role and the system's role. The State, which essentially consists of the Legislature and Governor, retains plenary control, but should focus on the following: deciding the broad mission of community colleges; expressing broad expectations to the system; indicating generally how the system should interact with the other segments of education; determining the broad finance mechanism for the system; and appropriating revenues to the system. The system, which consists of the local districts and the Board of Governors, is one of shared governance. The Board's primary roles are to provide leadership, direction, and oversight for the system and to represent the system to the State. The primary role of districts is to operate the colleges—to be primarily responsible to their communities and the Board of Governors for providing the mission, governance, excellence and accountability of these institutions.

The Board of Governors and the California Community College Trustees, through a Joint Governance Commission, have been working since early 1984 to develop recommendations to improve the governance structure. The report of the Commission should be issued early in 1986, and should provide additional clarification and recommendations regarding governance by the community college system.

Recommendations

The Board of Governors recommends the following initiatives to clarify and improve the governance structure of community colleges:

1. The Board of Governors will adopt processes for consultation and communication with local districts in the development of systemwide policies adopted or administered by the Board, including consultative processes for Board recommendations to the State regarding changes in state policy.
2. The Board of Governors, in consultation with both the community colleges and the State, will conduct a review of the Education Code with the aim of identifying revisions to clarify governance and to provide a governance structure which is both postsecondary and collegial in nature. The review will be completed during 1986, with legislation being introduced in 1987.

123

ACCOUNTABILITY

Goal

Improve state and local accountability for the effectiveness and efficiency of community colleges, with particular focus on improving systemwide accountability functions administered by the Board of Governors.

Conclusions

Across the country, institutions of higher education are increasingly being asked by state and local officials, as well as by the general public, to demonstrate that they are delivering their mission effectively and efficiently. California's community colleges, since the passage of Proposition 13, are especially being asked to be accountable at the state level. Establishing state-level accountability has been problematic, however, because the mission is not clear, governance responsibilities are confused, and the State has not generally accepted the responsibility for funding the accountability mechanisms it imposes.

The role of the State should be to broadly define the mission, governance structure and finance mechanism for the system; and then to charge the system with developing the specific mechanisms and processes that will provide state-level accountability regarding these pronouncements. The system's structures should, in turn, be subject to continuing state-level review, be flexible enough to adapt to changing accountability needs, and be adequately funded.

Recommendations

The Board of Governors recommends the following initiatives to improve state and local accountability for community colleges:

1. The Board of Governors will continue to implement a structure of adaptable state-level accountability mechanisms for the system, including comprehensive planning and evaluation, strengthened linkages with the regional accreditation process, coordinated compliance mechanisms, and policy for the system's responsibility in responding to districts in fiscal distress.
2. The Board of Governors will continue to improve the effectiveness of Chancellor's Office operations through changes in management and organization; and, in connection with recommended changes in governance, will develop a proposal for the Chancellor's Office to have a structure of employment and civil service that better reflects the Board's role as part of the community college educational system.
3. The system, with coordination from the Board of Governors, should work to enhance the understanding of the roles and missions of community colleges by those who work in or attend them, by the general public, and by civic and governmental leaders.
4. The State should fund improvements to the statewide information system for community colleges, resulting in full implementation within three years, in accordance with recommendations of the Board of Governors.
5. The State should fund 1986-87 Budget proposals of the Board of Governors for additional resources to enable the agency to meet its assigned and emerging responsibilities.

SECTION C

STRATEGIC PLANNING OBJECTIVES

RIVERSIDE COMMUNITY COLLEGE DISTRICT

OBJECTIVES
1986—1987

Office of Research and Planning
July, 1986

RIVERSIDE COMMUNITY COLLEGE DISTRICT

OBJECTIVES
1986-87

		Responsible Person(s)	Completion Date(s)
A.	COLLEGE OBJECTIVES		
A1.	**Enhancement of Teaching** The underlying philosophy behind this objective is that we are good at teaching but can be great. "Best today, better tomorrow" is our motto. We will create an environment of learning, educational excitement and leadership in teaching excellence.	**Budd/Andrews**	6-30-87
A2.	**Recruitment, Matriculation and Retention** We will develop and implement a system to recruit, retain, place and monitor the progress of our students.	**Budd**	6-30-87
A3.	**College Planning and Development** Create a comprehensive planning and development program for the District which shall include the initial phases of development of the single college, multi-campus/center master plan for the District. Components of this program shall include site approval, facility design, funding options, land leasing plans, an instructional delivery plan and a plan for the delivery of support services.	**Maas**	6-30-87
A4.	**Communication** Assess the current methods of communication utilized by the college and develop a plan for enhancing overall communication among all segments of the college staff and in turn, implement an ongoing series of activities designed to achieve this purpose.	**Matulich**	1-30-87 6-30-87

RIVERSIDE COMMUNITY COLLETE DISTRICT
OBJECTIVES
FOR
ACADEMIC SERVICES

B1. ACADEMIC SERVICES, AREA OBJECTIVES

B1.1	Enhancement of Teaching	Budd/Andrews	
B1.1.1	Teaching Prominence Action Committees (T-Pac's) will be formed to discuss, create, highlight and disseminate information and ideas designed to focus faculty attention on outstanding teaching.	Stover	Oct. 1, 1986
B1.1.2	A practical guide containing suggestions and directions for the application of teaching and classroom administration skills and knowledge will be developed and distributed to all faculty.	Chance	Sept. 2, 1986
B1.1.3	The practical guide will be reviewed and updated by faculty and management staff at least annually.	Chance	Annually
B1.1.4	Using the outcomes and directions of the Teaching Prominence Action Committees (T-PAC's), a Riverside Community College Conference on Teaching Excellence will be presented for all faculty during the Spring, 1987, semester.	Black	June 1, 1987
B1.1.5	A publication highlighting outstanding faculty and their accomplishments will be developed and published.	Budd/ Rubalcaba	Fall, 1986
B1.1.6	•The Educational Master Plan will be reviewed and updated.	Budd	Spring Semester
B1.2	Recruitment, Matriculation & Retention	Budd	
B1.2.1	A recruitment strategy and plan will be developed which will minimally include: - An assessment of current activities - Target populations - Primary implementation/supervision responsibilities - Activities - Measurable outcomes - Time lines - Needed resources - Referral systems - Coordination mechanisms	Davis	Nov. 1, 1986

B1.2.2	The admission process, including all exemptions to the requirement for ASSET/SCAT assessment, will be finalized and implemented.	Hughes	Aug. 18, 1986
B1.2.3	A student follow-up system will be developed and implemented which will include the identification of and contact with: - Undeclared majors - Students with grade point averages of 3.0 who are eligible for scholarships - Students whose academic performance and/or attendance is less than satisfactory	Hughes	Feb. 1, 1987
B1.2.4	A short term guidance course designed to provide students with college survival skills will be developed.	Hughes	Nov. 1, 1986
B1.2.5	Students enrolled in Guidance 48 will be monitored fall and spring semester for their performance in all course work attempted, and counselor follow up will occur with those students whose performance is less than satisfactory.	Hughes	Fall/Spring
B1.2.6	A follow-up survey of all associate degree recipients from 1984 through 1986 will be conducted.	Hughes	March, 1987
B1.2.7	A job placement service will be implemented for program completers and graduates.	Hughes	Sept. 15,1987
B1.2.8	The following college-wide retention rates between first and second census periods will be: Fall - Day 87% - Evening 84% Spring - Day 88% - Evening 86%	All Division Deans	
B1.2.9	Techniques and suggestions to assist faculty in student retention will be developed and distributed to faculty through printed material and in fall and spring workshops.	Pardee	Fall/Spring

B1.4 Area Objectives, Communication

B1.4.1	The teamwork concept will be reviewed and encouraged with academic services managers throughout year. * Examples of managers' teamwork will be highlighted at each academic services staff meeting.	Budd/Deans	Throughout Year
B1.4.2	Academic services deans will meet at least twice per month to discuss and exchange information regarding college operations.	Budd	Throughout Year
B1.4.3	Academic services deans will meet at least monthly with their division/program department chairmen to impart information and discuss college operations.	All Deans	Monthly
B1.4.4	Department chairmen will meet monthly with their respective faculty groups to relate information and discuss pertinent matters.	Budd/Deans	Monthly

C1. Fine and Performing Arts

C1.1	Establish a coordinated plan to develop and present arts events sponsored by Riverside Community college.	Stover	March 15, 1987
	--- This plan will include provisions for scheduling a professional concert series, the Civic Light Opera, the Riverside Master Chorale, music, art and dance programs.		
	--- A funding plan will be developed.		
	--- A procedure for distribution and accounting of tickets will be instituted.		
	--- A plan for the coordination of publicity and promotion will be developed.		
C1.2	To join with the Humanities and Social Sciences Divisions in the planning and implementation of a humanities sampler course. This course will be taught by outstanding Riverside Community College faculty and will be available to the regular students, the general community and for the professional growth of the faculty.		

C2. Humanities and Social Sciences Division

C2.1	Revise the student questionnaire packet used for faculty evaluation.		
C2.1.1	Establish a faculty committee to develop a questionnaire.		Oct. 17, 1986
C2.1.2	Review proposal with department chairs for corrections and additions		March 13, 1987
C2.1.3	Present proposal to all division faculty at the workshop		April 15, 1987
C2.1.4	Finalize changes and place the new document into operation.		June 30, 1987
C2.2	Prepare a joint-coordinated core curriculum for the Humanities Program	Black Stover	
C2.2.1	Deans Black and Stover will meet with a representative sample of faculty members from two divisions to begin work on an introductory humanities course and a "sampler" one unit generalized humanities course		Sept. 15, 1986

C2.2.2	The committee will draft and prepare for curriculum an "Introduction to Humanities" course.		Oct. 30, 1986
C2.2.3	The new course will be presented to and approved by the division faculty.		
C2.2.4	The committee will draft and prepare a humanities "sampler" course.		Nov. 21, 1986
C2.2.5	The new course will be presented to and approved by the division faculty.		
C2.2.6	The committee will submit a program proposal for additional courses in the humanities and make recommendations for changes to be made.		May 29, 1987

C3. Learning Resources Division

C3.1 To provide the best possible instructional and support services to students, faculty, and staff staff at Riverside Community College.

C4. Natural Sciences Division

C4.1	Encourage attendance and active participation of division members in college-wide teaching workshops.	Roby	June 1987
C4.2	Use expert guest speakers and workshop leaders in the Natural Sciences.	Georgakakos Hain/Hunt Nemer	Sept. 1986
C4.3	Prepare and distribute "guidelines" syllabi for part-time teachers.	Georgakakos Hain/Hunt Nemer	Sept. 1986
C4.4	Encourage graduate school, seminar and conference attendance at other locations for faculty.	Roby	June 1987
C4.5	Encourage faculty visits to other campuses to gather ideas and make comparisons.	Georgakakos Hain/Hunt Nemer	June 1987
C4.6	Phase in more math computer lab classes.	Hunt	Jan. 1987
C4.7	Invite feeder high school faculty to get acquainted gatherings within various departments	Georgakakos Hain/Hunt Nemer	June 1987

C4.8	Publish a Natural Sciences speakers bureau brochure mainly for distribution to high school classes.	Roby	Oct. 1986
C4.9	Publish a Life Sciences information brochure.	Hain	Oct. 1986
C4.10	Present the Chemistry Department slide show to high school audiences.	Georgakakos	June 1987
C5.	Administration of Justice Program		
C5.1	New dean to become acquainted with advisory committee members and develop credibility with local criminal justice agencies and P.O.S.T.	Dean	Through First Year
C5.2	Assure a smooth transition in the change of program coordinators from the Riverside Police Department (possibly Riverside Sheriff's Department).	Dean	January 1987
C5.3	Stabilize the campus Administration of Justice A.S. degree program with a new faculty member and an increased utilization of part-time instructors.		
C6.	Business and Office Administration Program		
C6.1	Enhance teaching by developing written procedures, to outline expectations of faculty and students in laboratories.		
C6.1.1	Develop laboratory instructors' teaching packets to explain student and instructor use of computer laboratory and office skills center; focusing on use of automated attendance accounting systems, distribution of software, division of personnel responsibilities, and expectations for faculty contributions in laboratories.	Chance	Sept. 2, 1986
C6.1.2	Write users guides, for two computer applications, to be sold through the bookstore as required manuals for applicable courses.	Brotherton	Sept. 2, 1986
C6.2	Assist in student recruitment by developing new delivery systems for courses available to business and industry current and potential employees.		
C6.2.1	Test an Employer-Based-Training plan for one firm using open-entry/open-exit laboratory classes as a recruitment tool.	Chance Brotherton	Feb. 2, 1987

C6.2.2	Write two additional 100 course outlines for business and industry to recruit new students.	Baylor Duran, Chair Green	Feb. 2, 1987
C6.2.3	Produce a recruitment-oriented media presentation for use by faculty in speaking engagements	Carlson Lindsey, Chair Molnar Strain	Feb. 2, 1987
C6.2.4	Conduct an open house of the remodeled computer laboratory and office skills for high school principles and instructors.	Brotherton Chaks, Co-Chair Chambers Complin Despins Patey, Chair Paquette Scandura	June 8, 1987

C7. Continuing Education

C7.1	Increase the number of offerings in the Community Activities Program by 50 during the 1986-87 school year.	Wallace	June, 1987
C7.2	Identify and implement at least one non-traditional studies course utilizing an audio cassette mode of presentation.	Wallace	April 1987

C8. Cosmetology Program

C8.1	We will provide in-service workshops for the Cosmetology faculty and staff relating to the improvement of instruction for our students. Workshops will be scheduled throughout the academic year 1986-87.	Tomaselli	Sept. 8, 1986- June 16, 1987
	Workshops will include computer instruction for dBaseIII Plus, to provide better accountability of patron service and student data; technical instruction in Cosmetology state of the art procedures and techniques will be presented by various manufacturer technical representatives.	Tomaselli	Sept. 8, 1986 June 16, 1987
C8.2	We will realistically assess the Cosmetology department's instructional facilities relating to equipment replacement/repair and maintenance in order to provide an environment conducive to learning.	Tomaselli	Sept. 9, 1986 June 16, 1987

C8.3	We will strive to continue our positive ADA productivity (increase where possible) by maintaining good will with our community i.e.; career days and visitations to local high schools, including our new areas in Moreno Valley and Corona/Norco. Emphasis will be placed on the retention/monitoring and placement of our students.	Tomaselli	Sept. 9, 1986 June 16, 1987

C9. Nursing Education Program

C9.1	Review curriculum to ensure compliance with accrediting agency standards.	Steck Evans Rojakovick	June 1987
C9.2	Examine ways to enhance teaching skills in theory classes and clinical nursing classes.	Steck Evans Rojakovick	Jan. 87
C9.3	Explore methods to improve recruitment and retention of nursing students.	Steck Evans Rojakovick	Jan. 87
C9.4	Assist in improving intra- and inter-departmental communications.	Steck Evans Rojakovick	June 1987
C9.5	Investigate the potential for expanding offerings in health-related technical fields.	Steck Occupational Education	June 1987
C9.6	Review status of vocational nursing program.	Steck Rojakovick	Jan. 1987

C10. Trade and Industrial Program

C10.1	A detailed tour and orientation of the Trade and Industrial Program facilities and offerings will be given to the new off-campus deans and Dean, Occupational Education.	Pardee	Aug. 25, 1986
C10.2	Facility designs and projections of growth for the next five years will be developed for agri-business, construction technology, drafting technology/engineering, and graphics technology. Information will be appropriately developed and shared with off-campus deans.	Pardee	Nov. 24, 1986
C10.3	A black and white three-fold brochure will be prepared explaining Trade and Industrial offerings and used to recruit students.	Pardee	March 3, 1987

C10.4	Complete self study necessary for ABET (Accrediting Board for Engineering and Technology) accreditation in one technical area.	Pardee	May 12, 1987
C11.	Office of Occupational Education		
C11.1	Enhancement of Teaching		
C11.1.1	Develop a plan to assess vocational instructors' staff development needs.	Davis/	Oct. 15, 1986
C11.1.2	Coordinate Vocational Education Act Funds to provide for in-service programs for vocational instructors, counselors and administrators.	Davis	Nov. 1, 1986
C11.1.3	Coordinate the preparation and processing of Improvement of Instruction grant applications to support research projects for the funding of existing programs.	Davis	Dec. 15, 1986
C11.1.4	Coordinate the development of instructional materials to enhance vocational single parents/homemakers, and adult students needing training.	Davis/ Program	Feb. 15, 1987
C11.2	Recruitment, Matriculation, Retention		
C11.2.1	Use recruitment strategy and plan to coordinate student recruitment activities for occupational programs.	Davis/ Program Deans	Dec. 15, 1986
C11.2.2	Coordinate Vocational Education Act Funds to provide for vocational student job placement services and student follow-up activities.	Davis	April 15, 1987
C12.	Physical Education Division		
C12.1	Review all division course outlines and where necessary update them to meet new state guidelines.	Kross	May 1, 1986
C12.2	Have a physical education brochure made up that will advertise physical education class offerings to more students.	Kross	Feb. 1, 1986
C12.3	Work with computer services in setting up a program that will prohibit a student from taking the same type of an activity more than four times.	Kross	Jan. 15, 1987

C14. Moreno Valley Campus Program

C14.1	Provide three (3) seminars each semester for faculty teaching at the Moreno Valley Campus relating to teaching skills. Each will be offered on two consecutive evenings. Tentative topic areas follow: a. Secrets of Terrific Teaching b. Classroom Interaction Tools and Techniques c. Audio Visual Magic d. Linking Learning to the Real World e. Other topics as suggested by TPAC, deans and faculty	Harris	Sept. 10,11, 1986 Oct. 8, 9, 1986 Nov. 5, 6, 1986 Feb. 4, 5, 1987 March 4, 5, 1987 April 15, 16, 1987
C14.2	Observe each classroom briefly during the first month of class each semester and provide informal feedback and ideas to instructors relating to teaching enhancement.	Harris	Oct. 9, 1986 March 3, 1987
C14.3	Complete formal observation and evaluations of all first time instructors and those who were not evaluated the prior semester.	Harris	Jan. 14, 1987 June 8, 1987
C14.4	Obtain a retention of 85% of first census enrollment.	Harris	June 17, 1987
C14.5	Increase course offerings in the Moreno Valley areas as follows:		
	a. Fall semester: add 10 second nine-week courses	Harris	Sept. 19, 1986
	b. Spring semester: increase offerings to 80 sections (compared to 54 in Spring 86). Develop daytime courses and enrollment to include morning classes and high school co-enrollment options.	Harris	Aug. 30, 1986
	c. Increase 87-88 summer session offerings to 10 (compared to 4 in 86-87 summer session).	Harris	April, 1987
C14.6	Obtain 86-87 ADA of 260	Harris	June 30, 1987
C14.7	Make at least 10 presentations to Moreno Valley civic and service organizations.	Harris	June 17, 1987
C14.8	Hold four "Back to College" seminars in Moreno Valley	Harris	Oct. 29, 1986 Jan. 7, 1987 April 2, 1987 June 4, 1987

C14.9	Revise the two-year degree and certificate course offerings schedule to be consistent with new degree requirements and the educational master plan.	Harris	Nov. 30, 1987
C14.10	Design additional certificate programs/ offerings to broaden the Moreno Valley curriculum and facilitate enrollment growth.	Harris	April 30, 1987
C14.11	Provide on-site mail and support service service to faculty and students.	Harris	Sept. 30, 1986
C15.	Norco Campus Program		
C15.1	Increase student enrollment by 100 per cent.	White	June, 1987
C15.2	Improve student retention by 2 per cent.	White	June, 1987
C15.3	Implement the Corona High School computer lab.	White	Sept., 1986
C15.4	Develop a Corrections A.S. degree major.	White/ A.J. Dean	Feb., 1987
C15.5	Assess and develop specific courses and majors unique to the Corona/Norco area.	White	Throughout Year

ACADEMIC SERIVCES
Department Objectives
1986-87

D1 Arts and Letters Departments

D1.1 Art Department

D1.1.1	Continuation of our Art Gallery, begun last year. (Last year's projects; the survey of California community college galleries, and the master plan for the RCC Gallery were submitted for administrative consideration. To date, we have received neither acknowledgement nor administrative response to our proposal.	Boyko	Feb. 1, 1987
D1.1.2	Recruitment of a part-time curator at $8,000 for the school year. a. Finalization of the job description for this position. b. Offer recommendations on the relationship of the curator to the Art Department.	Boyko	Dec. 1, 1986
D1.1.3	Provision of a fund raising gala with the goal of raising $10,000 to match college funds.	Boyko	March 15, 1987
D1.1.4	Develop other fund raising efforts, in coordination with Virginia MacDonald, to augment the gala in our efforts to raise $10,000.	Boyko	Feb. 1, 1987
D1.1.5	Develop a realistic budget projection for the 1987-88 art gallery program.	Boyko	Feb. 1, 1987

D1.2 English/Journalism Department

D1.2.1	Continue evaluation of placement procedures for English 1A and 50A.	Johnson	May 1987
D1.2.2	Review of course content in English 50A and 60A.	Johnson	April 1987
D1.2.3	Development of possible "common final" in English 50A.	Johnson	May 1987
D1.2.4	Hold monthly department meetings.	Johnson	

D1.3	Foreign Language Department		
D1.3.1	Foreign Language Department members will continue to investigate the possibilities of using computer software for the improvement of classroom and laboratory instruction.	Krivanek	June 1987
D1.3.2	Hold monthly department meetings.	Krivanek	
D1.4	Performing Arts Department		
D1.4.1	Recruit 25-30 students for Riverside Conservatory Theater.	Schultz	Feb. 1, 1987
D1.4.2	Maintain enrollment in Theater Arts 5A-H and increase attendance of Riverside Civic Light Opera by 25%.	Schultz	June 1, 1987
D1.4.3	Maintain enrollment in video arts course, and increase programming by 50%.	Schultz	Feb. 1, 1987
D1.5	Speech Communications Department Objectives		
D1.5.1	Continue the department's recruiting efforts for advanced speech classes.	Semonella	14th week of each semester
	a. Send letters to speech students informing them of advanced speech classes.		
	b. Communicate to current speech classes the availability of next semester's advanced speech classes.		
D1.5.2	Revise, update, and coordinate the speech department's course offerings.	Semonella	May 1987
D1.5.3	Pursue Speech Communication 1 as a graduation requirement.	Semonella	June 1987
D1.5.4	Hold monthly department meetings.		

D2 Behavioral and Social Sciences Departments

D2.2	Anthropology and Sociology Department		
D2.2.1	Prepare, distribute and evaluate a questionnaire on student preferences for evening college hours. This study would focus on the possibility that a		

	change in hours in which evening classes begin might have some bearing on retention of students.		
	a. Develop a questionnaire	Jackson	Nov. 14, 1986
	b. Distribute the questionnaire to all evening anthropology and sociology sections.		Dec. 1, 1986 March 30, 1987
	c. Analyze the results and forward a recommendation to the division dean.		May 1987
D2.2.2	Hold monthly department meeting.	Jackson	
D2.3	Early Childhood Studies Department		
D2.3.1	To develop, publish and distribute to community child care facilities, a Riverside Community College early childhood educators newsletter.	Roberts	May 30, 1987
D2.3.2	To design, print and distribute a brochure to communicate the early childhood studies preschool laboratory services available to students at Riverside Community College.	Roberts	Feb. 10, 1987
D2.3.3	To design, print and distribute a brochure to communicate the educational opportunities available through the department of Early Childhood Studies.	Roberts	June 13, 1987
D2.3.4	To plan and implement in-service training sessions to increase effective instructional practices for full and part-time faculty within the department.	Roberts	June 13, 1987
D2.3.5	To plan, develop, implement and evaluate a pilot latch key program for school age children.	Roberts	Feb. 10, 1987
D2.4	Economics, Geography and Political Science Department		
D2.4.1	Hold monthly departmental meetings and include hourly faculty if possible and practical.	Dean	
D2.4.2	Develop ideal "classroom" plans for the new campus sites in each of the subdisciplines in the department. This plan will also assist in the renovation of this campus' classroom.	Dean	

D2.5	History, Humanities, Philosophy and Ethnic Studies Department		
D2.5.1	To invite the high school social studies teachers to RCC for a special get together to promote personal contacts. a. History day for high schools is March 14, 1986 b. Department faculty available for speakers.	Lomayesva	Nov. 86
D2.5.2	To encourage department faculty to make use of computers as an aid to instruction.		Special meeting December 1986
D2.6	Home Economics Department		
D2.6.1	Develop certificate programs in culinary arts and services which are needed and marketable.	Hosking	June 1987
D2.6.2	Develop a certificate program in the area of clothing and textiles. This program would focus not only on the retail and wholesale aspects of fashion merchandising but on an innovative approach to professional fashion design and services as a "cottage" industry.	Hosking	June 1987
D2.6.3	Develop and implement a marketing approach for each area in the Home Economics Department.	Hosking	March 1987
D2.7	Psychology and Adaptive Studies Department		
D2.7.1	Review course outlines with hourly faculty (special focus on new employees).	Royce	Each Semester
D2.7.2	Continue to examine avenues for the promotion of advanced psychology and manual communication sections.	Royce	
D2.7.3	Promote the replacement of the contract psychology position.	Royce	Dec. 1, 1986
D2.7.4	Review, revise and update the current department film and and/or videos available in the IMC. Have duplicates of videos produced to protect the original copies.		
D2.7.5	Examine alternative modes of communication with the large number of hourly faculty. Integrate and involve contract faculty into this process.		
D2.7.6	Hold monthly department meetings.		

3. Learning Resources Departments

D3.1	Learning Skills Department	Reading Faculty	March 15, 1987
D3.1.1	To write a grant proposal that would provide for a a) taping of selected textbook, and b) development of coordinated self-help materials with help from the faculty involved, in order to assist students to learn subject matter more effectively through enhancement of their ability to adapt to readability levels of course texts.		
D3.1.2	Develop and implement a plan to assist interested faculty with early diagnosis of their students' reading difficulties.	Reading Faculty	Jan. 30, 1987
D3.2	Library		
D3.2.1	Implement/install an on-line circulation system as the first step towards an integrated, on-line library system.	Librarians/ Staff	Jan. 30, 1987
D3.2.2	Review/revise the Collection Development Statement to cover book selection, ordering, weeding, and discard.	Librarians	Jan. 30, 1987
D3.2.3	Develop a workshop in conjunction with selected faculty to demonstrate how to build an effective library assignment.	Librarians	Jan. 30, 1987
D3.3	Instructional Media Center		
D3.3.1	Develop computerized, integrated IMC listing of all IMC materials.	Staff	Jan. 30, 1987
D3.3.2	Develop computerized, integrated IMC listing of all IMC equipment.	Staff	Jan. 30, 1987
D3.3.3	Develop and maintain a log of IMC faculty/activities undertaken in Faculty Media Room.	Staff	Aug. 30, 1986
D3.4	Tutorial Services		
D3.4.1	To revise forms used to record and account for VEA-funded tutoring activities in accordance with Chancellor's Office recommendation.	Tutorial Staff	Jan. 30, 1987
D3.4.2	To develop an effective system of tutor orientation and feedback.	Tutorial	Nov. 15, 1986

D4 Natural Sciences Departments

D4.1 Chemistry Department

D4.1.1	Install computer-video equipment in PS203	Georgakakos	Nov. 1986
D4.1.2	Get IBM AT computer to enhance network.	Georgakakos	June 1987
D4.1.3	Bring in more guest speakers	Georgakakos Pleasants	May 1987
D4.1.4	Have high school teachers visit	Georgakakos	May 1987
D4.1.5	Show slides to RCC students to entice them into taking more chemistry	Chemistry Staff	Jan. 1987
D4.1.5	Study possibilities to increase enrollment in advanced classes	Chemistry	June 1987

D4.2 Life Sciences

D4.2.1	Augment our video tape library	Hain	January 1987
D4.2.2	Organize a make-up exam policy for the department	Hain	October 1987
D4.2.3	Update and review our new part-time instructor's guide booklet	Hain	January 1987
D4.2.4	Work to restore the 25% cut in the departmental budget	Hain Secor	January 1987
D4.2.5	Improve student centeredness/retention	Hain All Department	June 1987
D4.2.6	Compare retention of part-time instructors to full-time instructors	Hain	January & June 1987
D4.2.7	Finalize and distribute a Life Science information brochure to local high schools.	Hain Van Dyke	November 1986

D4.3 Mathematics

D4.3.1	Encourage members to attend math seminars	Hunt	June 1987
D4.3.2	Encourage faculty visits to other campuses to gather ideas and make comparisons.	Hunt	June 1987

D4.3.3	Phase in more sections of computer-assisted instruction	Hunt Herbst	Janulary 1987
D4.3.4	Encourage exchange of ideas on teaching methods and teaching techniques among RCC mathematics faculty.	Hunt	monthly at each department meeting
D4.3.5	Encourage the college to provide more tutors to insure success for more students so they do not drop before finishing a course.	Hunt	
D4.3.6	Make more extensive use of computer-assisted instruction to improve retention	Hunt	January 1987
D4.3.7	Set up seminars for local high school staff to share computer-assisted instruction at RCC.	Hunt	Spring 1987
D4.3.8	Work with the "Asset" program to place students in the proper course to enhance retention.	Hunt	January 1987

D4.4 Physical Science

D4.4.1	Continue departmental evaluation of part-time instructors.	Nemer	June 1987
D4.4.2	Continue introduction of use of the computer into the physics laboratory classes.	Nemer Hawley	June 1987
D4.4.3	Investigate the feasibility of a Saturday morning Astronomy 1A class	Nemer	March 1987
D4.4.4	Investigate imaginative solutions for the over crowding of current classrooms and the need for more suitable classrooms.	Nemer	June 1987

D5 Administration of Justice Departments

D5.1 Administration of Justice Department

D5.1.1	Implement transition from Four-phase system to IBM PC (system related to tracking of test questions for Basic Academy).	Kephart	Dec. 15, 1986
D5.1.2	Assist in the development of an educational master plan for the Basic Academy including a policy and procedure manual, job descriptions for staff, including agency personnel.	Kephart	Ja. 12, 1987

D5.1.3	Establish a staff improvement program which will allow staff members the opportunity to develop expertise and training in their respective career fields.	Kephart
D5.1.4	Institute cross training of staff responsibilities on a select basis.	Kephart
D5.1.5	Review and develop a consistent method for the delivery of physical standards for preselected persons in physical training (develop agency liaison to effect this objective).	Kephart
D5.1.6	Evaluate and access the position of physical training instructor and explore the possibility of developing ADA generating courses for law enforcement agency personnel departments to decrease the fall factor in the physical training program.	Kephart
D5.1.7	Implementation of new P.O.S.T. minimum standards for training in physical conditioning and required scenarios.	Kephart
D5.1.8	Assist and support Corrections Coordinator, Carolyn Connors, in program development, planning and implementation of corrections courses (Evaluate results).	Kephart
D5.1.9	Assist and support the Program Coordinator for in-service law enforcement courses, Doug Riggle, in program development, planning and implementation of law enforcement courses. Schedule courses and seminars to build on Officer Riggle's current expertise in training and education. (Evaluate results).	Kephart
D5.1.10	Assist and support the training planner, Deputy Phil Smith, in program development and coordination in the delivery of the Basic Academy program. Schedule courses and seminars to build on Deputy Smith's current expertise in his job assignment.	Kephart
D5.1.11	Assist in the development and selection of the Continuity Officer's replacement.	Kephart

D5.1.12	Develop effective working relationship with the Advisory Committee to implement goals and objectives of the Advisory Committee and Riverside Community College.	Kephart	In progress as of Oct. 3, 1986

D6. Business and Office Administration Departments

D6.1 Business Administration Department

D6.1.1	Improve communication and enhancement of instruction by part-time instructors. To further open and improve the channels of communication between the part-time and full-time faculty.	All Full-time Faculty	June 8, 1987
	a. Contact part-time faculty members and make available a two way channel of communication with the full-time faculty.		
	b. Full-time faculty will assist part-time faculty in related course problems by discipline.		
	c. Review and revise (if necessary) course outlines where a concentrated number of the classes are taught by part-time instructors.		

6.2 Office Administration Department

D6.2.1	Enhance communication by using the following methods:		
	a. Make and distribute a list of all full-time and part-time instructors including names, address, phone numbers, and places of work so that there would be a free flow of communication among them.	Despins	Oct. 15, 1986
	b. Invite part-time instructors to some of the department meetings. Distribute department meeting minutes to all full-time and part-time instructors.	Despins	Monthly
	c. Leave a message folder in the lab for instructors.	Brotherton Despins	Sept. 10, 1986
D6.2.2	Increase retention of students by two percent by using the following methods:	All Full-time and Part-time Instructors	June 8, 1987

a. Give more individual attention to students by calling them or dropping them a card when they are absent.

b. Do more counseling to keep them in the class by encouraging them to come in for help regularly during our conference hours. Review their progress and suggest ways to improve.

c. Make students feel like winners by making them succeed in the class at the beginning. Continually encourage students by praising them and helping them to succeed.

D6.2.3	Prepare a new course proposal for "Microcomputer Activities for Office Procedures."	Despins	June 8, 1987

D7 Continuing Education Department

D8 Cosmetology Department

D8.1 Cosmetology Department

D8.1.1	With the participation of all full-timee faculty, the Cosmetology Department will complete the major curriculum revision which began in in Spring 1986. This will include submitting a system of sequential course offerings to the Curriculum Committee by April, 1987.	Condon/ Spencer	Sept. 9, 1986 June 16, 1987
D8.1.2	Full-time faculty will assess how to apply teaching expertise to its greatest advantage within the new curriculum structure, including recommendation of new products and industry technology. A final list of recommendations will be submitted to Mr. Tomaselli by May, 1987, with periodic recommendations throughout the 1986-87 academic year.	Barron Condon Marsh Papac Partida Spencer	Sept. 8, 1986 - June 16, 1987
D8.1.3	The faculty, using demographic information, manpower studies and State Board of Cosmetology information, will study and recommend to the Dean, course or course reactivation of course offerings that will enhance the educational delivery system of our department to the community, keeping in particular focus the new multi-campus system.		March 1987

Nursing Education Departments

D9.1	Associate Degree Nursing and Emergency Medical Technology Department		
D9.1.1	Review curriculum to ensure compliance with accrediting agency standards.	Steck Evans Rojakovick	June 1987
D9.1.2	Examine ways to enhance teaching skills in nursing theory, clinical classes and EMT classes.	Steck Evans/Baehr Rojakovick	January 1987
D9.1.3	Explore methods to improve recruitment and retention of nursing and EMT students	Steck Evans/Baehr Rojakovick	January 1987
D9.1.4	Assist in improving intra- and inter-departmental communications	Steck Evans Rojakovick	June 1987
D9.1.5	Investigate the potential for expanding offerings in health-related technical fields.	Steck Occ. Ed.	June 1987
D9.1.6	Review status of vocational nursing program.	Steck Rojakovick Dr. B. Davis	January 1987 June 1987
D9.2	Vocational Nursing and Nursing Assistant Department		
D9.2.1	Review curriculum to insure compliance with accrediting agency standards.		
	a. Review philosophy and objectives of the Vocational Nursing Program.	Rojakovick VN Faculty	Jan. 22, 1987
	b. Implement current and new rules and regulations of the Board of Vocational Nurse and Psychiatric Technician Examiners.	Steck Rojakovick	June 16, 1987
D9.2.2	Examine ways to enhance teaching skills in nursing theory classes and clinical nursing and EMT classes.	Rojakovick VN Faculty	June 16, 1987
	a. Attend seminars/workshops on nursing practice and teaching excellence.		
	b. Incorporate new nursing knowledge and teaching strategies in educational activities.		
	c. Share effective and innovative instructional methods with faculty colleagues.		

D9.2.3	Explore methods to improve recruitment and retention of nursing and EMT students.		
	a. In consultation with persons within the community, develop a flexible schedule of classes which will meet the needs of the non-traditional student, while complying with rules and regulations of the accrediting agency.	Steck Rojakovick	Jan. 23, 1987
	b. Actively recruit students for the Vocational Nursing Program through contact with potential target populations.	Steck Rojakovick	Jan. 23, 1987
	c. Improve retention of vocational nursing students by appropriate selection, instructional level, and referral to support services.	Steck Rojakovick VN Faculty	June 16, 1987
D9.2.4	Assist in improving intra- and inter departmental communications		
	a. Participate on nursing and college-wide committees.	Rojakovick VN Faculty	June 16, 1987
	b. Help plan monthly social events for nursing faculty.	Steck Evans Rojakovick	June 16, 1987
	c. Provide clear written and verbal communications to students.	Rojakovick VN Faculty	June 16, 1987
D9.2.5	Investigate the potential for expanding offerings in health-related fields.		
	a. Support efforts of managers to expand offerings in health-related fields.	Rojakovick	June 16, 1987
	b. Keep abreast of trends in nursing in order to be a leader in designing courses/curricula to meet new health delivery needs.	Steck Rojakovick	June 16, 19878
D9.2.6	Review status of Vocational Nursing Program		
	a. Assist Dean of Nursing Education evaluate need for/relevance of the Vocational Nursing Program.	Rojakovick	June 16, 1987
	b. Keep Dean of Nursing Education apprised of status of current class of vocational nursing students.	Rojakovick	June 16, 1987

10 Trade and Industrial Departments

D10. Electronics/Graphics/Photography Department

D10.1.1	Develop a one-page flyer for each program to pre-advertise and recruit students to enroll in spring semester and summer school. Confirmation will be by presenting the completed product to Dean Pardee.	Burchell Browne Gonzalez	Oct. 20, 1986 March 16, 1987
D10.1.2	Review the present curriculum and develop a lecture-only introductory photography course that could be delivered as a television course and help recruit students for the program. Confirmation will be by approved curriculum.	Alkire Gonzalez	Feb. 2, 1987
D10.1.3	Develop 5-7 major electronics course revisions to allow modular training and open-lab scheduling. Confirmation will be by approved curriculum.	Burchell Matthews	Feb. 2, 1987
D10.1.4	To assist retention, course planning and promote greater student input, all day and evening students will complete a 7 question survey concerning the Graphics Program. Compilation of data will be submitted to Ron Pardee.	Browne Suzuki	Oct. 15, 1986

D10.2 Dental

D10.2.1	Meet weekly with the division dean for informal discussions about the program and its progress towards meeting objectives.	Bevan	
D10.2.2	Develop a follow-up form and procedure for graduate students.	Bevan Van Noy	Feb. 6, 1987
D10.2.3	Develop a public service radio announcement to be aired in the spring of 1987 recruiting students to apply for admission to the program dental and have direct contact with at least three local radio stations.	Bevan Van Noy	May 1, 1987

D10.3 Mechanical Trades

D10.3.1	Develop a one-page flyer for each program to pre-advertise and recruit students to enroll in spring semester summer school. Confirmation will be by presenting the completed product to Dean Pardee.	Bennett Jackson Conrad Wales	Oct. 20, 1986 March 16, 1987

D10.3.2	Visit and continue to improve communication with feeder high schools within the district. A list of programs and contact people will be developed. Confirmation of completion via a memo to Ron Pardee.	Bennett, Joe Bennett, Jerry Jackson Conrad Wales	

D12 Physical Education and Athletics Department

D12.1 Physical and Education Department

D12.1.1	Explore department curriculum for expansion so we may better serve student interest and needs.	Peters	June 30, 1987
D12.1.2	Develop a video tape to promote the athletic teams and the physical education courses offered by the department.	Lacy/ Waxman	June 30, 1987
D12.1.3	Explore the possibility of offering a certificate in dance.	Farris/ Dierdorff	June 30, 1987

D13. Counseling and Support Services Departments

D13.1 Counseling Department

D13.1.1	Revise and update Career Center handout sheets for transfer majors in order to: a. Reduce ambiguities b. Clarify lower division requirements that can be taken at Riverside Community College c. Provide students with current transfer information.	--	Fall, 1986
D13.1.2	Hold a minimum of one meeting per semester with representatives of UCR and CSUSB support services personnel to identify and discuss matters of mutual concern.	--	Fall/Spring, 1986/87
D13.1.3	Reformat the annual breakfast meeting for counselors from all high schools within the RCC District to include: a. Improving outreach efforts b. Articulating academic preparation and competencies required for collegiate study at all levels c. Maintaining an open line of communication with local counselors	--	Spring, 1987

D13.1.4 Conduct Orientation/Assessment program for incoming students and devise a mechanism to evaluate the effectiveness of the orientation sessions. -- Summer/Fall 1987

D13.1.5 Meet with division deans and, when possible, department heads, to inform them of A.A./A.S. degree requirements and patterns, general education requirements, and transfer information for CSU and UC systems. -- Fall/Spring 1986-87

D13.1.6 Continue to develop our high school visitation program and implement mechanisms to evaluate the effectiveness of these efforts. With the intent of enhancing retention efforts at the college, maintain contact through follow-up letters with all high school students seen by site counselors and students who have participated in Orientation/Assessment. -- Fall/Spring 1986-87

D13.2 Disabled Student Services

D13.2.1 Develop improved control system for elevator cards.

a. Letters to all students who have had elevator card for more than one semester requesting that they contact us within thirty days to provide an update on their need or forfeit deposit.

b. Establish procedure to be effective fall semester: Fall, 1987

1) Cards to be turned in or renewed at end of each semester. (Can grades be held if this is not followed?)

D13.2.2 Develop closer effective communication with faculty. --

a. Send information to faculty who will have disabled students in their classes regarding the students' disability, special need and support services available.

D13.2.3 Develop closer relationship with Chancellor's Office and other community college coordinators of Disabled Student programs & Services.

- a. Visit at least two DSP&S programs
- b. Visit Chancellor's Office
- c. Attend all Region IX Coordinator's meetings.
- d. Join and become active in C.A.P.E.D.

D13.2.4 Develop a special orientation for hearing impaired and physically disabled students to be implemented for Fall Semester, 1986. Fall, 1986

- a. Provide maps indicating:
  - 1) Accessible restrooms
  - 2) Elevators
- b. Provide explanation of special services:
  - 1) Readers for the blind
  - 2) Notetakers for the deaf and physically handicapped
  - 3) Equipment loan
  - 4) Test taking assistance
  - 5) Interpreters for the deaf
  - 6) Registration assistance
  - 7) Other support services

D13.2.5 Revitalize Advisory Committee

- a. Send letters to current members
  - 1) Asking for a two-year commitment or
  - 2) Resignation with a recommendation for a substitute member from their organization
- b. Solicit involvement from six students two each from:
  - 1) Physically handicapped
  - 2) Hearing impaired
  - 3) Learning disabled

D13.2.6 Recruit students from area high school special programs for physically handicapped, hearing impaired, and learning disabled students.

- a) Arrange visit to each of these programs at least once during the school year.

b) Invite those high school students to visit Riverside Community College.

D13.2.7 Secure funds for special equipment needed to assist visually impaired and physically handicapped students.

a) Brailler
b) Lap boards for wheelchair students
c) Stylus
d) Opticon

D13.2.8 Establish Resource Center for:

a) Equipment utilization
b) Library on deafness, manual communication, and disabilities
c) Study area for students who need to use special equipment
d) Test taking assistance
e) readers for the blind
f) Tutoring

D13.3 Financial Aids/EOPS

D13.3.1	Implement the ISIS tracking system for EOPS transfer students and refine and establish a base for comparison in subsequent years.	Director/ Financial Aids	On-going
D13.3.2	Identify and review information necessary to report and tract transfer students to the California Post Secondary Education Commission.	Director/ Financial Aids	On-going
D13.3.3	Preview, analyze and report the impact of the State Enrollment Fee program changes to the Chancellor's Office and the Dean of Support Services.	Director/ Financial Aids	On-going
D13.3.4	Develop and offer a required guidance course for EOPS students.	Director/ Financial Aids	Fall/Spring 1986-87
D13.3.5	Implement, in coordination with Counseling, a program that will ensure that all EOPS students see a counselor a minimum of once per semester to review their academic progress.	Director Financial Aids	Fall/Spring 1986-87

D13.4	College Health Services		
D13.4.1	Develop a protocol and standardized procedures for nursing students who procure a puncture wound in a hospital. Utilize following persons: Dorothy Corr, RN, CNP Steve Larson, MD William Corr, MD, FACP Shirley Patterson, RN Riverside Community Hospital Dorothy Steck, RN, Ed.D	Corr	Sept. 8, 1986
D13.4.2	Recommend to Nursing Education that the new Hepatitis B immunization be considered as a requirement into the nursing program.	Corr	Jan. 1, 1987
D13.4.3	Develop a Wellness & Recreation program for faculty and staff which will generate ADA.	Corr	Aug. 1, 1986
D13.4.4	In conjunction with Riverside Community Hospital, set up a Health Discovery Day.	Corr	Oct. 1, 1986
D13.4.5	Increase research on emergent health problems.	Corr	July 10, 1986
D13.5	New Directions Program		
D13.5.1	Conduct special orientation workshops for Re-entry Students: - Include workshops on "College Survival Skills" - Set up "meet and greet" students - Coordinate with Student Activities and support services	Jones	Fall/Spring
D13.5.2	Plan and facilitate mini-workshops series on exploring careers: - focus on RCC's occupational/vocational programs - coordinate with Career Center and deans - design brochure for marketing	Jones	8 sessions Throughout Year (some evenings)

D13.5.3 Expand Outreach Program activities in community

Dec. 1986

- identify under-served populations
- coordinate with Student Activities director to plan adult recruitment activities
- develop media presentation, video/slide program to take off campus for job fairs and community groups (coordinate with G. Short and IMC)

D13.5.4 Conduct retention study of Re-entry students from 1983-85 who came through new Directions

- collect data from prior records, and contact sheets

- conduct mail survey, analyze data and prepare report on qualitative and quantitative review of effectiveness of New Directions Center advisement (coordinate information from Computer Services)

D13.5.5 Develop and implement a Peer Advisory group to assist with orientation/assessment and other campus activities to help student assimilate into campus life.

- coordinate with Student Activities Director (C. Long) and Disabled Student Enabler (P. McCroskey-Wade)

- Peer Advisors to manage information booth during registration; develop and promote "buddy system" (coordinate with ASRCC)

- Set up workshop training

D13.5.6 Establish two pilot projects for Re-entry students

- Emergency book fund for first time re-entry students with partial payback in money or student service hours — Fall 1986

- Work experience/internships program for re-entry students, coordinate with Soroptomist organization, local businesses and appropriate dean — Spring 1987

RIVERSIDE COMMUNITY COLLEGE DISTRICT

OBJECTIVES
FOR
ADMINISTRATIVE SERVICES
1986-87

	Responsible Person(s)	Completion Date(s)
B2. ADMINISTRATIVE SERVICES, AREA OBJECTIVES		
B2.1 Evaluate Production Printing Services, determine effectiveness of services to users, educational value to students and financial effect on the District.	Matulich/ Rubalcaba	2/1/87
B2.2 Develop In-Service Training Programs for Managers in personnel areas relating to evaluation, disciplinary procedure, affirmative action in hiring and developing employee morale and motivation.	Matulich/ Mollica	12/1/86
B2.3 Work with appropriate members of the staff to develop and implement a program for private funding for a new Art Gallery.	Matulich/ Stover/ MacDonald	12/1/86
B2.4 Complete review of Board Policies in certificated and classified personnel areas and prepare final drafts for submission to Superintendent for first reading.	Matulich/Vail	1/1/87
B2.5 Develop proposal for review and possible replacement of campus telephone system to serve all district locations by 1988.	Matulich/ Woolley	4/1/87
D. ADMINISTRATIVE SERVICES, DEPARTMENT OBJECTIVES		
D1 Communication Services Center (NOTE: The Department Objectives for Communication Services Center will be added when Maureen Estes returns from medical leave in August.)	Estes	
D2 Personnel Services		
D2.1 Enhancement of Teaching: Facilitating the recruitment and selection of outstanding full-time and part-time faculty.		
Tasks: 1. Develop procedure to select part-time instructors that will provide departments with a pool of qualified part-time instructors from which they can fill not only anticipated but emergency vacancies. Indirectly, this should also help with student retention because we may be able to avoid cancelling class because a qualified instructor is not available.	Mollica	12/15/86

	Responsible Person(s)	Completion Date(s)
2. To attract minority and women candidates for full-time openings, we will expand advertising into new sources. We have already added Asian Week, a San Francisco newspaper, and Hispanic Hotline, a monthly publication, to our list of advertisers.	Mollica	4/15/87
3. Participate in the job fair being planned by the Affirmative Action Consortium in conjunction with its annual fall conference.	Mollica	11/15/86
D2.2 Recruitment, Matriculation and Retention: Implement short courses that will help classified staff increase their skill levels and at the same time generate ADA.		
Tasks:		
1. Development of a 9 week course for secretarial staff "Essentials of Business English" to be offered as either staff development or professional growth credit.	Mollica/ Patey	11/1/86
2. Identify areas where training is necessary and which would lend itself to short course development.	Mollica/Staff Development Committee	9/15/86
D2.3 Communication: Recommend, develop and schedule staff development presentations which will facilitate communication.	Mollica/Staff Development Committee	6/30/87
D3 Public Information Services		
D3.1 Marketing (Recruitment of Students): To target specific markets within the diverse district communities, energies and allocated funds will be concentrated in areas that will best generate ADA for the best returns on investments.	Rubalcaba	6/30/87
Values: Student Centeredness, Teaching Excellence, Learning Environment, Tradition		
Tasks: Specific projects will help the college meet its marketing goal. These projects will include, but not be limited to:		
1. New Resident Program (Direct Mail 1-year contract)	Rubalcaba	6/30/87
2. Participation in local fairs, rodeos, college days, mall shows, trade shows, parades, air shows, department interest shows, job fairs, etc.	Rubalcaba/ Harris White/Maas	6/30/87

		Responsible Person(s)	Completion Date(s)
	3. Promote special "one stop" registrations. Easy registration for high school and continuing students.	Rubalcaba/ Andrews	12/1/86
	4. Target Market Flyers (Moreno Valley, Corona, Norco, Jurupa, Hispanic, Black, Asian, Seniors, High School students, Business Community, etc.)	Rubalcaba/ Harris/White	12/1/86
	5. "Where Are They Now?" Newsletter for the Foundation/Alumni Association.	Rubalcaba/ MacDonald	1/15/87
	6. Testimonial Advertising (magazines, newspapers, flyers)	Rubalcaba	8/1/86
	7. "Future" brochures, informing residents of RCC's future plans in Corona, Norco and Moreno Valley.	Rubalcaba/ Harris/White	6/30/87
	8. Target Press Releases (e.g. send press releases to community newspapers showcasing students from their area)	Rubalcaba	7/30/87
	9. Market athletes as "student's first" in light of national publicity.	Rubalcaba	Ongoing
D3.2	Professional printing: To be the leader, professional publications are a prime source of image building. Through close monitoring of existing production printing needs, budget and outside resources/vendors, upgrade all college publications, particularly those distributed to the public.	Rubalcaba/ Browne	Ongoing
	Values: Student Centeredness, Teaching Excellence, Learning Environment		
	Tasks: The following tasks will help meet this objective:		
	1. Change all publications to reflect the new college name, including the college seal and community publications.	Rubalcaba	6/30/87
	2. Continue to upgrade the Schedule of Classes to reflect the one college, multi-campus, center concept.	Rubalcaba/ Budd	11/1/86 4/1/87
	3. Include key components in all campus literature to include a college seal and theme for "A Commitment to Learning" whenever practical.	Rubalcaba	Ongoing

	Responsible Person(s)	Completion Date(s)
4. Close evaluation of Production Printing personnel (classified/hourly)	Rubalcaba	6/30/87
5. Investigate possible equipment purchases, donations, etc. to upgrade efficiency and quality of workload.	Rubalcaba	6/30/87
D3.3 Communication Vehicles: Develop and recommend communication vehicles to increase in-house awareness of college activity.	Rubalcaba	1/5/87
Values: Teaching Excellence		
Tasks: Several tasks need to be completed to better evaluate appropriate communication methods.		
1. Survey the readership of existing college publications to evaluate the effectiveness.	Rubalcaba	3/15/87
2. Survey wants and needs of employee groups as to the best method of communication (e.g. How many would read a new bulletin? Why aren't they reading it now?)	Rubalcaba	3/15/87
3. Use bulletin boards more effectively.	Rubalcaba/ Andrews	3/15/87
4. Use message board in Tiger's Den.	Rubalcaba/ Andrews	9/1/86
5. Videotape events for replay to Students and Staff.	Rubalcaba	9/1/86
6. Recommend effectiveness "meetings" of groups to communicate important concepts (e.g. name change and district philosophy)	Rubalcaba	9/1/86

RIVERSIDE COMMUNITY COLLEGE DISTRICT

OBJECTIVES
FOR
BUSINESS SERVICES
1986-87

B3. BUSINESS SERVICES, AREA OBJECTIVES

	Responsible Person(s)	Completion Date(s)
B3.3 College Planning and Development		
B3.3.1 Assist, as needed, in all site planning	Woolley/Tan	6/30/87
B3.3.2 Assist, as needed, in obtaining funds for site planning and development.	Woolley/Tan	6/30/87
B3.4 Communication		
B3.4.1 Within the business division we will assist the college team by making all notices (communications) short, clear, and sent to all concerned promptly. To accomplish this, electronic mail will be used in place of written communication at least 25% of the time, and the team concept will be fostered in all decisions.	Woolley/Garrett/ Tan/Klingbiel	6/30/87
B3.5 College Information System (Integrated Financial Information System)		
B3.5.1 District budget preparation system.	Woolley	10/15/86
B3.6 California Community Colleges Funding		
B3.6.1 Participate in statewide committees and discussion groups in the development of California Community Colleges funding to replace current (851) funding plan.	Woolley	6/30/87

D. BUSINESS SERVICES, DEPARTMENT OBJECTIVES

D1. Business Services		
D1.1 Complete and distribute ADA Unit Cost Report (sub discipline level).	Garrett	10/30/86
D1.2 Complete projection of 86/87 expenditures, revenue and ending balance (all funds).	Garrett	3/01/87

D1.3	Complete analysis of 50% law compliance (through fall semester).	Garrett	3/01/87
D1.4	Perform detailed analysis and monitoring of 1985/86 Accounts Receivable and Accounts Payable and make all inter-fund and intra-fund transfers and perform all follow up action as required.	Garrett	12/31/86
D1.5	Complete and file all claim reports, surveys, etc., on or before due dates.	Garrett	6/30/87
D2.	College Bank		
D2.1	Reconcile and make ledger entries for prior year receivables and liabilities for Bookstore, Scholarship & Loan and Cafeteria Funds.	Guerra/Garrett	1/15/87
D2.2	Eliminate District billing to Associated Students for athletic and fine arts purchases by requisitioning directly to ASRCC.	Guerra	10/31/86
D2.3	Maximize interest paid on funds held by RCC Foundation and ASRCC by daily monitoring of available balances.	Guerra/MacDonald	6/30/87
D3.	Fiscal Operations		
D3.1	Participate in the implementation of the inventory module of the Integrated Financial Information System (IFIS).	Klingbiel	12/31/86
D3.2	Assist with the implementation of the interim fringe benefits program.	Klingbiel	9/30/86
D3.3	Assist with the implementation of the stores inventory program.	Klingbiel	10/30/86
D3.4	Continue discussions with Personnel Office staff to improve communications between personnel and payroll offices.	Klingbiel	6/30/87
D4.	Facilities		
D4.1	Campus Police		
D4.1.1	Review and update Security Task Force Report and Manual.	Tan	9/30/86
D4.1.2	Fill position of Director of Campus Police.	Tan	8/31/86

D4.1.3	Continue written evaluation of students and sub officers.	Tan	6/30/87
D4.2	Custodial		
D4.2.1	Continuation of physical environment enhancement with Maintenance Dept.	Galvan	6/30/87
D4.2.2	Continuation of written evaluation of students and sub custodians.	Galvan	6/30/87
D4.2.3	A program for cleaning and replacing trash receptacles adjacent to classrooms and in buildings will be developed.	Galvan/Murphy	9/15/86
D4.3	Grounds		
D4.3.1	Complete irrigation at Richard's Bank.	Bartman	11/30/86
D4.3.2	Plant groundcover on bank in Lot J.	Bartman	10/30/86
D4.3.3	Renovate banks in Lot Q and behind Business Education Bldg.	Bartman	3/31/87
D4.3.4	Landscape areas in front of Warehouse and Facilities Bldg.	Bartman	3/31/87
D4.3.5	Replant lawns in front of Admin. Bldg.	Bartman	8/31/86
D4.3.6	Assist in completion of Arroyo Sports Complex.	Bartman/Tan	6/30/87
D4.3.7	Replace broken or cracked receptacles around campus.	Bartman/Brown	9/15/86
D4.4	Maintenance		
D4.4.1	Maintenance Work Order System.	Gurrola/Whitson/ Tan	9/30/86
D4.4.2	Deferred Maintenance for 1986-87.	Gurrola/Whitson/ Tan	6/30/87
D4.4.3	Summer Remodeling.	Gurrola/Whitson/ Tan	8/31/86
D4.4.4	Complete Maintenance Remodeling.	Gurrola/Whitson	3/31/87
D4.4.5	A wash program and painting program to be established for vehicles.	Gurrola/Whitson	9/15/86

RIVERSIDE COMMUNITY COLLEGE DISTRICT
OBJECTIVES
for
COLLEGE PLANNING AND DEVELOPMENT
1986-87

A.	COLLEGE OBJECTIVES	Responsible Person	Completion Date
A3.	College Planning and Development		
	Create a comprehensive planning and development program for the District which shall include the initial phases of development of the single college, multi-campus/center master plan for the District. Components of this program shall include site approval, facility design, funding options, land leasing plans, an instructional delivery plan and a plan for the delivery of support services.	Maas	June 30, 1987
B4.	College Planning and Development, Area Objectives		
B4.1	Establish a College Planning and Development Office.	Maas	September 30, 1982
B4.1.1	Determine the physical location of the office.	Maas	July 1, 1986
B4.1.2	In cooperation with ACCESS Systems, develop a design for the office including all furnishings and equipment.	Maas	July 1, 1986
B4.1.3	Develop a remodel timeline in cooperation with the Director of Facilities.	Maas	August 15, 1986
B4.1.4	Ensure that all telecommunications and computing equipment is ordered or moved and available.	Maas	August 15, 1986
B4.1.5	In cooperation with the Business Manager, create a 1986-87 budget for the Office of Planning and Development.	Maas	July 15, 1986
B4.1.6	Identify appropriate consultants, planners and key agencies who will assist in the district planning and development process.	Maas	October 1, 1986

		Responsible Person	Completion Date
B4.2	In cooperation with the Superintendent/President, establish a public benefit, non-profit corporation with the express purpose of creating a land leasing program to support the College District.	Maas	November 1, 1986
B4.2.1	Research and summarize information regarding current examples of non-profit corporations involved in land leasing programs.	Maas	September 1, 1986
B4.2.2	Develop Articles of Incorporation and By-laws for the proposed corporation.	Maas	October 1, 1986
B4.2.3	Complete the application for a 501 C (3) designation for the nonprofit corporation.	Maas	October 15, 1986
B4.2.4	Assist the Superintendent/President in establishing the Board of Directors for the nonprofit corporation.	Maas	November 1, 1986
B4.2.5	In cooperation with the Board of Directors, create a Request for Proposal (RFP) for land leasing of the La Sierra Property.	Maas	December 1, 1986
B4.2.6	In cooperation with the Board of Directors, create a Request for Proposal (RFP) for the creation of an educational/medical complex for the Moreno Valley site.	Maas	January 1, 1986
B4.2.7	Establish a list of potential developers for the La Sierra and Moreno Valley projects.	Maas	December 1, 1986
B4.2.8	In cooperation with the Blurock Partners, finalize a plan for the development of the La Sierra Property.	Maas	November 1, 1986

		Responsible Person	Completion Date
B4.2.9	Review with legal counsel the feasibility of simultaneous development of Articles of Incorporation, 501 C (3) designation and Request for Proposals (RFP) for the nonprofit corporation and develop a position statement for the Board of Directors.	Maas	November 15, 1986
B4.2.10	Develop an implementation timeline for the La Sierra Property and the Moreno Valley project which is consistent with the District Master Plan for Development.	Maas	December 1, 1986
B4.2.11	In cooperation with the Board of Directors, establish a review process for the Request for Proposals.	Maas	January 1, 1987
B4.2.12	Assist the Board of Directors in the development of formal contracts for the land leasing of La Sierra and the Moreno Valley projects.	Maas	May 1, 1987
B4.3	Create a long-range master plan for District development which shall include specific site development plans for each District location.	Maas	December 1, 1986
B4.3.1	Secure the necessary approvals for site by the Chancellor's Office and the California Post-Secondary Education Commission.	Maas	October 1, 1986
B4.3.2	Coordinate specific development plans for each site with the Blurock Partners.	Maas	November 1, 1986
B4.3.3	Develop a position paper regarding the feasibility of state funding for each District project.	Maas	January 1, 1987
B4.3.4	Establish a development timeline for each District site.	Maas	January 1, 1987
B4.3.5	Create an overall funding plan for District development which shall include federal, state, local and alternate sources.	Maas	March 1, 1987

		Responsible Person	Completion Date
B4.3.6	In cooperation with the site committees, review the general plan for each site and develop detailed procedures for the design of each component of the site.	Maas	October 15, 1986
B4.3.7	In cooperation with the Business Manager and the Warmington Company, complete the deed transfer of the Moreno Valley Property.	Maas	October 1, 1986
B4.3.8	In cooperation with the City of Norco, develop a plan for access to the Norco site which shall include funding sources and specific design for the project.	Maas	November 15, 1986
B4.3.9	In cooperation with the U.S. Navy, complete the fencing of the Norco site so as to allow for unlimited college access to the property.	Maas	November 1, 1986
B4.3.10	Secure written agreement with Riverside County for appropriate related services to be provided at the Moreno Valley site.	Maas	June 1, 1987
B4.4	Develop a microcomputer based planning model for the District which shall include demographics of all communities served, demographics of current students and a projection of enrollment system upon which future development plans can be based.	Maas	June 1, 1987
B4.4.1	Secure community demographic data from each community in the District as well as unincorporated areas of the county.	Maas/Vail	November 1, 1986
B4.4.2	Secure current student demographic data from the current college information system.	Maas/Bjarke	November 1, 1986
B4.4.3	Install the basic software system and develop the on-line projection analysis.	Maas/Bjarke	February 1, 1987
B4.4.4	Prepare an initial analysis of District population so as to use 1986 as a baseline year for future planning objectives.	Maas	May 1, 1987

		Responsible Person	Completion Date
B4.5	Develop an ongoing staff development program for the Office of Planning and Development with an emphasis on "team management."	Maas	Ongoing
B4.5.1	On a monthly basis, review with the staff the need for communication as it relates to creating a positive team concept.	Maas	Ongoing
B4.5.2	Discuss with all members of the College Planning and Development Office the importance of telephone communication with review of proper technique on a semesterly basis.	Maas	Ongoing

D. DEPARTMENT OBJECTIVES, COLLEGE PLANNING AND DEVELOPMENT

D1. Computer Services

D1.2	Complete the academic history conversion project.	Bjarke	September 1, 1986
D1.3	Complete the conversion of the remaining IV Phase and Burroughs systems to the IBM environment.	Bjarke	January 1, 1987
D1.4	Implement the Integrated Financial Information System (IFIS).	Bjarke	July 1, 1987
D1.5	Complete the Integrated Student Information System (ISIS) implementation.	Bjarke	January 1, 1987
D1.6	Revise the Computing Services Master Plan.	Bjarke	January 1, 1987

RIVERSIDE COMMUNITY COLLEGE DISTRICT
OBJECTIVES
for
STUDENT SERVICES
1986-87

		Responsible Person	Completion Date
A.	COLLEGE OBJECTIVES		
A1.	Enhancement of Teaching	Andrews/Budd	June 30, 1987
A2.	Recruitment, Matriculation, and Retention	Budd	June 30, 1987
B.	AREA OBJECTIVES		
B5.	Student Services, Area Objectives		
B5.1	Student Services will offer programs and activities which directly support and enhance classroom instruction.	Andrews	June 30, 1987
B5.2	The Student Services area will become actively involved with the development of strategies for the recruitment and retention of students.		
B5.3	Student Services will focus on methods and services that will allow the college to better meet the needs of students in Moreno Valley, Corona and Norco.		
B5.4	Student Services professionals will continue to encourage and support fellow managers and practice the "team" concept in management.	All Managers	Ongoing
D.	STUDENT SERVICES, DEPARTMENTAL OBJECTIVES		
D1.	Admissions and Records		
D1.1	A system for monitoring and contacting students who are experiencing attendance difficulties, will be developed.	Wittenmyer	February 2, 1987
D1.2	In conjunction with Academic Services, a plan will be developed to promote retention.	Wittenmyer	November 3, 1986
D1.3	A mail-in registration system for students who are new or returning will be developed.	Wittenmyer	May 4, 1987

		Responsible Person	Completion Date
D2.	Athletics		
D2.1	The Intramural program will provide physical and nonphysical activities in the Bradshaw Center.	Andrews/Kross	December 1, 1986
D2.2	The athletic department will develop a drug education policy for all athletes.	Kross	December 1, 1986
D2.3	The athletic department will more actively recruit district high schools athletes and refine the recruiting report form.	Kross	February, 1987
D2.4	The coaching manual will be updated.	Kross	November 1, 1986
D2.5	A meeting will be held with all coaches to review State Recruiting Regulations.	Kross	September 15, 1986
D2.6	A plan for the refurbishing of the track will be developed.	Kross	April, 1987
D2.7	The student-athlete counseling program will be developed.	Kross	December 1, 1986
D3.	Bookstore		
D3.1	Bookstore and Food Services staff will develop plans in conjunction with the deans of Moreno Valley and Corona/Norco for providing better service to students.	Sowell/ Stovner/ Andrews	October 1, 1987
D3.2	Space utilization needs of the Campus Center, Bookstore, and Food Services will be reviewed and plans for expansion and better utilization of existing space developed.	Stovner/ Sowell/ Andrews	April 1, 1987
D3.3	Communication with deans will be conducted on a weekly basis.	Sowell	September, 1987
D3.4	The Bookstore staff will visit other college stores on a monthly basis.	Sowell	June 30, 1987
D3.5	The Bookstore staff will meet regularly with publishers to resolve problems and get the best possible prices.	Sowell	Ongoing

		Responsible Person	Completion Date
D3.6	The Bookstore will develop seasonal promotional events to increase sales.	Sowell	October 1, 1986
D3.7	The Bookstore staff will develop new displays to better market high profit items.	Sowell	October 1, 1986
D4.	College Bank		
D4.1	The College Bank, Activities, Food Services and Bookstore staff will meet at least once a month to resolve problems and monitor financial statements.	Guerra/ Andrews	October 1, 1987
D5.	Food Services		
D5.1	The Food Service program will post an end of year profit of at least $10,000.	Stovner/ Andrews	June 30, 1987
D5.2	Bookstore and Food Services staff will develop plans in conjunction with the deans of Moreno Valley and Corona/Norco for providing better service to students.	Stovner/ Sowell	October 1, 1987
D5.3	Space utilization needs of the Campus Center, Bookstore, and Food Services, will be reviewed and plans for expansion developed.	Stovner/ Sowell/ Andrews	April 1, 1987
D5.4	Director of Food Services office will be moved to remodeled old staff serving line.	Stovner/ Tan	August 30, 1986
D5.5	A staff and student help training program will be developed.	Stovner	November 1, 1986
D5.6	Sanitation standards will be identified and maintained.	Stovner	September 1, 1986
D5.7	A new assistant director of food services will be hired.	Stovner/ Andrews	September 1, 1986
D5.8	The Director of Food Services will attend at least one conference on food service management.	Stovner	June 30, 1987

		Responsible Person	Completion Date
D5.9	A plan for tighter inventory controls will be developed.	Stovner	December 1, 1986
D5.10	The standardized recipe file will be revised.	Stovner	November 1, 1986
D6.	Student Activities		
D6.1	A minimum of five academic decathlons will be sponsored by the Associated Students.	Andrews	June 30, 1987
D6.2	A minimum of two "Spelling Bees" will be sponsored by the Associated Students.	Andrews	April 1, 1987
D6.3	A minimum of one "Trivial Pursuit" contest will be sponsored by the Associated Students.	Andrews	April 1, 1987
D6.4	Homecoming will feature activities that are of an educational nature.	Andrews	December 1, 1986
D6.5	A video, print, or other method for the dissemination of outstanding student projects will be developed.	Andrews	December 1, 1986
D6.6	A proposal for a marquee to be placed on the corner of Magnolia Avenue and City College Drive will be developed.	Andrews	November 1, 1986
D6.7	The Student Activities staff will meet with each college department to review ways in which Student Activities and classroom activities can be more closely linked.	Andrews	January 1, 1987
D6.8	The Student Activities staff will meet with each club advisor and attend at least one meeting of each club.	Andrews	January 1, 1987
D6.9	A proposal will be developed for the installation of a video projection and video calendar system at strategic points on campus.	Andrews	October 1, 1986

		Responsible Person	Completion Date
D6.10	Space utilization needs of the Campus Center, Bookstore, and Food Services, will be reviewed and plans for expansion developed.	Stovner/ Sowell/ Andrews	April 1, 1987
D6.11	Student Services faculty will visit at least three single college multi-campus districts.	Andrews	March 1, 1987
D6.12	A "Student of the Month" will be selected and an "Honor Wall" will be established to recognize those students.	Andrews	October 1, 1986
D6.13	Student involvement in clubs and Student Government will will increase by 33%.	Andrews	June 30, 1987
D6.14	Establish Adopt-A-School programs Grant Elementary School, Magnolia Elementary School and Central Middle School.	Andrews	October 1, 1986
D6.15	Sponsor at least two breakfasts for Outstanding Student Leaders.	Andrews	May 1, 1987
D6.16	Sponsor a Leadership Conference for college and high school student leaders.	Andrews	May 1, 1987
D6.17	Establish at least three transfer oriented clubs.	Andrews	January 1, 1987
D6.18	In concert with the Vice President of Academic Services and the recruitment program, an "RCC Ambassador" program will be established to provide better communication with district high schools and the college community.	Andrews	April 1, 1987

JWA:7/10/86

RIVERSIDE COMMUNITY COLLEGE DISTRICT

OBJECTIVES
FOR
SUPERINTENDENT/PRESIDENT'S OFFICE

		Responsible Person(s)	Completion Date(s)
B.	AREA OBJECTIVES		
B6.	Superintendent/President's Office		
B6.1	Enhancement of Teaching Work with Academic Services and help T-PAC groups identify and measure learner outcomes. Promote the concept of value added assessment by assisting faculty to measure what students come with and what they leave with.	Vail	June 30, 1987
B6.2	Recruitment, Matriculation and Retention Gather college, division, department and individual instructor data on retention between the first and second census periods.	Vail	June 30, 1987
B6.3	College Planning and Development Secure community demographic data for each community and unincorporated area in the district.	Vail/ Maas	November 1, 1986
B6.4	Communication Assist the Superintendent/President in every way possible to improve oral and written communications among all segments of the College.	Vail	June 30, 1987
D.	DEPARTMENT OBJECTIVES, SUPERINTENDENT/PRESIDENT'S OFFICE		
D1.	Assistant to the President		
D1.1	Complete the playing field sprinkler system for the Arroyo Sports Complex.	DeFrancisco	July 31, 1986
D1.2	Complete parameter fencing for the Arroyo Sports Complex.	DeFrancisco	Aug. 15, 1986
D1.3	Start four building pads for the Arroyo Sports Complex.	DeFrancisco	Aug. 11, 1986
D1.4	Completion of the Arroyo Sports Complex Project.	DeFrancisco	March, 1987

		Responsible Person(s)	Completion Date(s)
D2.	Riverside City College Foundation		
D2.1	Assist in the development and implementation of a college-wide development plan.	MacDonald/ Maas	December, 1986
D2.1.1	Identify and coordinate the fund-raising activities of the performing arts groups with quarterly status reports.	MacDonald/ Andrews	December, 1986 March, 1987 June, 1987
D2.1.2	Assist the Art department fund-raising activities to remodel and relocate the Art Gallery.	MacDonald/ Stover	December, 1987
D2.2	Expand and develop Alumni activities into Moreno Valley, Corona/Norco and Riverside.	MacDonald	Ongoing
D2.2.1	Develop a steering committee for Corona/Norco Alumni.	MacDonald	November, 1986
D2.2.2	Plan two activities for Moreno Valley Alumnus.	MacDonald	December, 1986
D2.2.3	Develop and expand Alumni mailing list.	MacDonald	Ongoing
D2.2.4	Strengthen the selection process of the Alumnus of the year.	MacDonald	May, 1987
D2.3	Provide staff development to the Divisions on Fund-raising and community relations with a summary report to Vice President, College Planning and Development.	MacDonald	June, 1987
D2.3.1	Meet with division deans to discuss needs.	MacDonald	October, 1986
D2.3.2	Schedule workshops on fundraising and community relations.	MacDonald	November, 1986
D2.3.3	Develop a newsletter on Foundation activities.	MacDonald	October, 1986
D2.4	Increase the Foundation Board's involvement in development activities.	MacDonald	June, 1987
D2.4.1	Clarify roles and responsibilities of Foundation with new nonprofit organization	MacDonald/ Maas	December, 1986

		Responsible Person(s)	Completion Date(s)
D2.4.2	Appoint a committee for deferred giving.	MacDonald	October, 1986
D2.4.3	Review annual giving program and develop an action plan for 1986.	MacDonald	September, 1986
D2.4.4	Select a committee to raise funds for the President's Dinner and establish a fundraising plan with a $5,000 goal.	MacDonald	January, 1987
D2.5	Work with the Vice President for College Planning and Development to identify and develop resources that will assist in college site development.	MacDonald	Ongoing
D2.6	Under the direction of the Superintendent/president, review scholarships with the express purpose of increasing them and making them more effective.	MacDonald	
D2.6.1	Review current scholarships	MacDonald	
D2.6.2	Schedule meetings with all major scholarship donors and discuss ways to increase gifts to a minimum of $25,000 (Riverside Community Foundation, Knopf, Leonard and Jaeger Endowments and the Faculty Memorial Fund.)	MacDonald	
D2.6.3	Meet with the University of California, Riverside to discuss method of attracting students to Riverside Community College to continue their education at UCR.	MacDonald	
D2.6.4	Develop scholarship resources in cooperation with performing arts program for students (example: Band - 10,000, Theater - 10,000, Dance 10,000, etc.).	MacDonald	
D3.	Research and Planning		
D3.1	Work with Computer Services to provide Research and Planning with essential and timely information about our students, staff and finances.	Vail	June 30, 1987

		Responsible Person(s)	Completion Date(s)
D3.2	Work with Computer Services and the American College Testing Program to provide information related to ASSET test results and course grades.	Vail	June 30, 1987
D3.3	Work with cabinet members to revise our present College-Wide Committee structure with the goal of 100% faculty participation and more reasonable equity.	Vail	Sept. 30, 1986
D3.4	Develop a system that monitors status of objectives (i.e. verifies their completion, partial completion, modification, etc. at least two times during the academic year.	Vail	Jan. 31, 1987 June 30, 1987
D3.5	Work with the Dean of Occupational Education and the Dean of Counseling and Support Services in developing and supporting follow-up studies of our occupational, transfer and associate degree students.	Vail/ Davis/ Hughes	June 30, 1987

Section D

ACADEMIC SERVICES PROGRAM REVIEW

PROGRAM SUMMARY DATA

Anthropology Program		76-77	77-78	78-79	79-80	80-81	81-82	82-83	83-84	84-85
ADA generated		*	51.44	29.00	33.04	28.27	26.25	31.51	34.02	31.78
WSCH/FTE	F	456	435	333	435	247	483	545	617	525
	S	447	458	336	398	441	555	528	437	390
Comparison with Fall WSCH		491	490	462	437	468	466	505	507	460
State WSCH/FTE	%	- 7.2	- 11.3	- 28.0	- .5	- 47 63	+ 3.6	+ 7.9	+ 21.7	+ 14.1
Percent Attrition	F	26	35	34	29	36	43	28	27	31
	S	26	32	23	27	39	40	25	27	
Apportionment Income		*	73,764	41,325	53,723	48,030	47,985	56,213	70,115	72,553
Expense		*	84,376	70,241	63,285	79,598	60,097	64,500	67,776	76,216
Cost/ADA		*	1,640	2,422	1,915	2,815	2,289	2,046	2,051	2,398
Growth Trend										

Comments: * Comparable data not available

Anthropology is a basic liberal arts transfer program. It fulfills the general education breadth requirements for graduation and it contributes to students' skills in critical thinking and rational interpretation. As a program it suffers from smallness in size and low visibility. These features create a situation in which the productivity level is particularly sensitive to the addition or deletion of sections.

Enrollments are slightly on the incline and per capita cost has improved.

Status Recommendation: Positive.

Program Data Review Sheet

PROGRAM/DEPARTMENT Anthropology DIVISION Beh. & Soc. Sci.

1. Give a brief description of this program as it relates to the Institutional Mission Statement and Goals and Objectives. Include specific goals and objectives of the program:

   The Anthropology program offers students the opportunity to examine humans from the broadest biological, historical, geographical and behavioral perspective. Courses offered in this program provide the basis for an understanding of:

   a. The current scientific information on the biological nature of, and the development of present and past human beings.

   b. The current scientific information on the diverse types of learned and shared behaviors engaged in by humans in developed and underdeveloped societies.

   The Anthropology program is designed to achieve four objectives: to provide a general education in anthropology for students who pursue a liberal education, to provide transfer education to four year colleges, to fulfill general education breadth requirements, and to expand the opportunities for students to develop skills in critical thinking and rational interpretation.

2. Identify the strength of faculty involved in offering the program and also identify possibilities for alternative education appointments.

   The faculty of the Anthropology program is small; it supports one regular faculty member and occasionally an hourly assignment becomes available. All small programs can suffer extreme fluctuations in enrollment. The factors which influence these changes can be personal or programatic.

   The regular faculty member, Mr. Jackson has a master's in Anthropology and is currently involved in pursuing additional education. Mr. Jackson is professionally trained in sociocultural, sociopsychological, and physical anthropology with professional field experiences in Africa, the West Indies, and Middle America.

   Should it become necessary to find an alternate assignment, Mr. Jackson has credentials in Sociology.

3. What is your perception of the potential for program reorganization?

   The program in Anthropology would not benefit positively from a reorganization of its offerings. Basically, this would jeopardize its relationship with the transfer institutions. The contents of the program, for instance, are accepted by receiving institutions as providing the basic fundamentals of Anthropology.

   There are, however, a number of possible alternatives that might enhance the program. For instance, one explicit strategy would be to establish the program as a prerequisite for specific types of specialized training; this is particularly relevant for those areas which require interactions with individuals from diverse sociocultural backgrounds such as Administration of Justice, Marketing, Nursing, Supervisor Training, among others. The program could also be enhanced by enriching and refining its teaching aids.

4. To what extent are the program goals and objectives being achieved?

The Anthropology program succeeds in fulfilling its objective in three basic ways:

1. It serves as a general social and behavioral science breadth requirements.

2. It serves as a prerequisite for specific four year degree programs such as nursing, premedical, physical education, and physical therapy.

3. It serves to provide the community with cultural and intellectual enrichment.

5. Comment on the importance and/or relevance of this program to our community.

It enriches the community by educating some of its members.

6. What is the currency of technology used in the program and the currency of the preparation of faculty? Do we possess the capability to maintain currency?

The faculty maintain currency through membership in professional organizations, attendance at symposiums and conferences, journals and periodicals, and supplemental instruction from universities and colleges. Shortages of district funds for travel, transportation and films has required an increasing dependency on personal funds to maintain currency.

7. If there was a need to reduce the number of required courses or to combine course content, which courses by title and in rank order would be least needed by graduates?

Core: Anthropology 1, 2, 3, 6
Supportive: Anthropology 4, 5, 20, 21, 99

8. What would be the impact on students and/or other programs if this program was expanded, maintained, reduced or eliminated?

Expanded: highly desirable, but highly unlikely. This would require a commitment to expansion for philosophical reasons and a recognition of low enrollment during the early phases. Some expansion is necessary or the program could collapse.

Maintained: at current level would be to keep the program on the edge.

Reduced: "the beginning of the end."

Eliminated: little real impact on students - major impact from a professional view.

9. What significant changes have taken place in this program during the past three years? Relevancy to needs of students and community.

There has been a steady and graual decline in numbers of students enrolled in anthropology classes. The oprating level (WSCH/FTE) has generally been below the college average. This appears to reflect a low public image along with the effects of small program size.

Anthropology is at least as justifiable as any other behavioral science and in many ways should be promoted due to its role of providing multicultural education.

10. How many courses or units are required to complete the major?

RCC offers no Anthropology AA Degree major.

11. Are all required courses available day, evening, fall, spring? How could offerings be better patterned?

The two introductory classes have sections day and evening. proper patternings will only arrive if enrollments grow.

12. What is the long-term need for graduates of this program? What is the potential importance of program? How relevant is the program to the needs of students and to the community?

Not applicable.

13. List business and industries in our local service area that employ or would employ graduates of this program.

Not applicable.

14. Identify the number of students listed as majoring in this program.

Not applicable.

15. How many students graduated from this program last year?

Not applicable.

PROGRAM SUMMARY DATA

ART

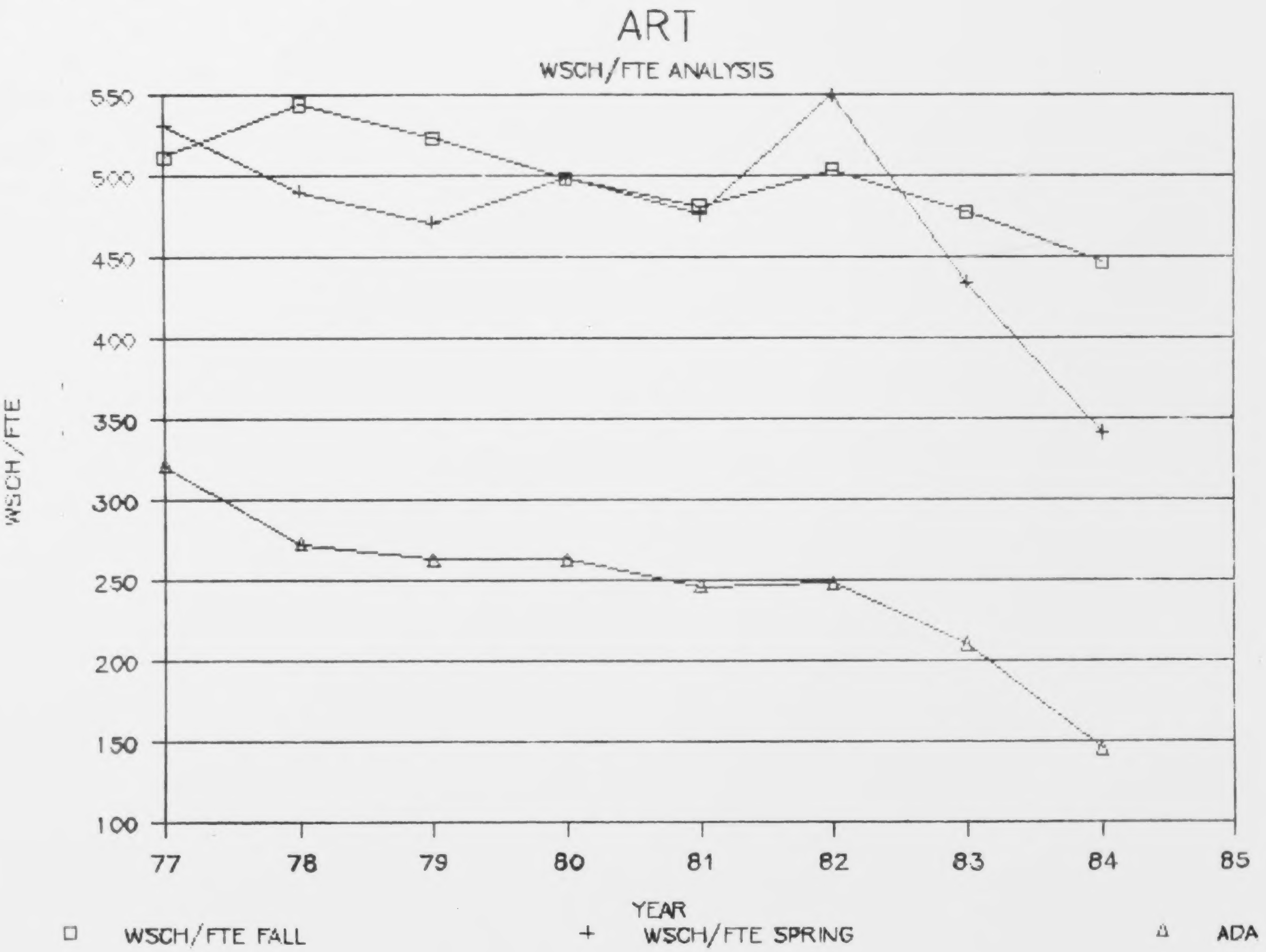
Program

		76-77	77-78	78-79	79-80	80-81	81-82	82-83	83-84	84-85
ADA generated		*	321.71	273.22	263.33	263.55	246.29	248.92	211.08	146.32
WSCH/FTE	F	469	512	545	524	499	482	504	478	447
	S	436	531	491	472	499	477	550	435	342
Comparison with Fall	WSCH	618	567	592	574	642	487	484	489	398
State WSCH/FTE	%	- 24.1	- 9.7	+ 0.5	- 8.7	- 22.2	- 1.1	+ 4.1	- 2.2	+ 12.4
Per cent Attrition	F	25	27	26	32	33	29	27	18	19
	S	21	29	31	27	31	29	26	19	
Apportionment Income		*	461,332	389,481	428,174	447,771	450,218	444,073	435,035	334,048
Expense		*	369,641	383,927	418,882	402,592	445,934	430,937	431,552	332,453
Cost/ADA		*	1,148	1,404	1,590	1,527	1,810	1,731	2,044	2,270
Growth Trend										

Comments: * Comparable data not available.

Reduction in the Art Department enrollments throughout the state were also felt at R.C.C. There was a general decline with particularly heavy losses in ceramics. In addition, classes were introduced at Moreno Valley and Corona and were maintained at lower levels of enrollment. A retirement at the end of the year with no replacement has caused a reassignment of classes for the fall of 1985. Attrition has remained low, efficiency above state levels and cost per ADA reasonable. Preliminary enrollments indicate improvements in the fall of 1985. Development work in the Art Gallery project was begun during the year with some hope of closure in 1986.

Status Recommendation: Positive.


ART
WSCH/FTE ANALYSIS
WSCH / FTE
550
500
450
400
350
300
250
200
150
100
77
78
79
80
81
82
83
84
85
YEAR
□ WSCH/FTE FALL
+ WSCH/FTE SPRING
△ ADA

PROGRAM SUMMARY DATA

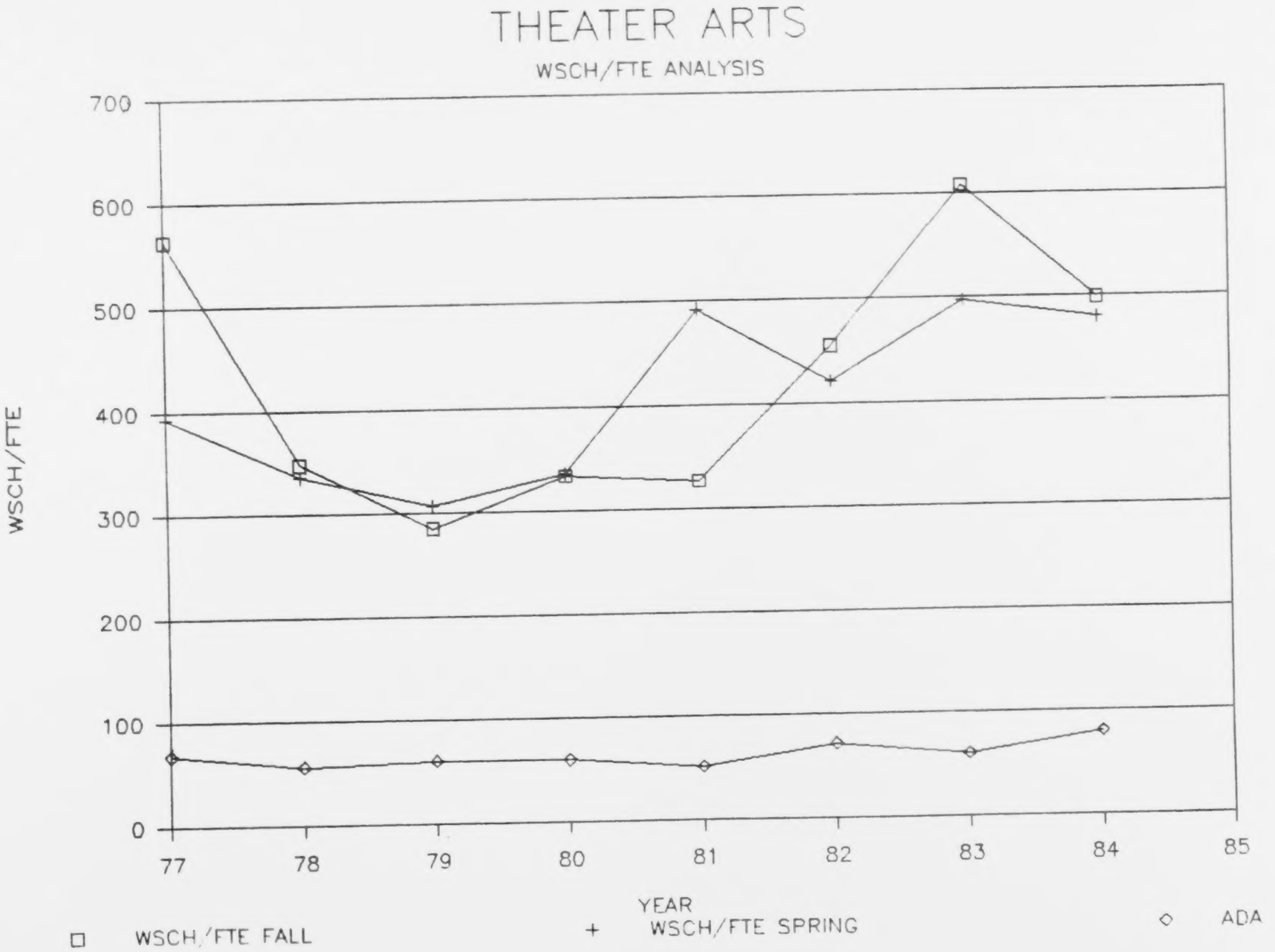
THEATER ARTS
Program

		76-77	77-78	78-79	79-80	80-81	81-82	82-83	83-84	84-85
ADA generated		*	67.09	55.93	60.32	59.19	50.84	71.48	59.87	79.66
WSCH/FTE	F	552	564	348	285	344	327	455	608	499
	S	466	393	336	307	336	492	421	497	480
Comparison with Fall	WSCH	394	406	416	385	399	406	477	435	396
State WSCH/FTE	%	+ 18.4	+ 38.9	- 16.3	- 25.9	- 13.7	- 19.5	- 4.6	+ 39.8	+ 26.1
Per cent Attrition	F	15	30	33	18	24	6	31	5	2
	S	23	21	23	22	27	12	6	4	
Apportionment Income		*	96,207	79,700	98,080	100,563	92,935	95,444	123,392	181,863
Expense		*	125,225	117,836	134,457	138,695	168,461	156,333	131,537	191,651
Cost/ADA		*	1,866	2,106	2,229	2,343	3,313	2,187	2,197	2,405
Growth Trend										

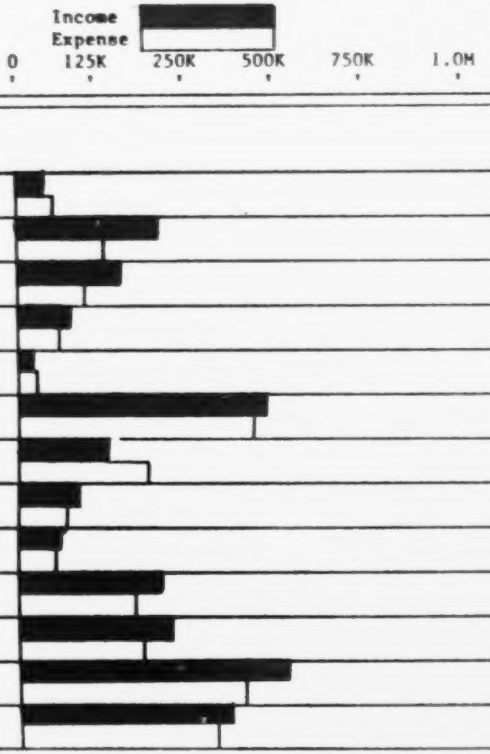
Comments: * Comparable data not available.

Theater Department growth continued through 1983-84. The results of reorganization in 1982-83 have been reflected in imporoved ADA and continued very low attrition rates. The Riverside Civic Light Opera continues productions of high quality with imporved levels of attendance. The summer season has developed with similar levels of quality and attendance. This growing program seems to be very successful.

Status Recommendation: Positive

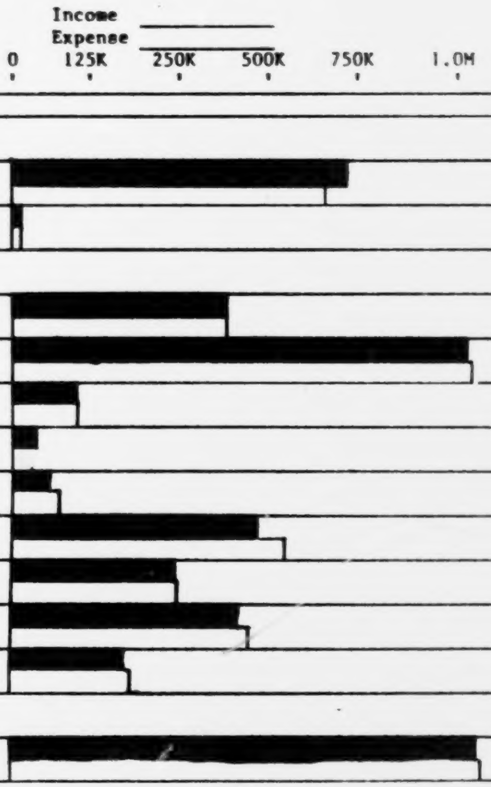

THEATER ARTS
WSCH/FTE ANALYSIS
WSCH/FTE
700
600
500
400
300
200
100
0
77
78
79
80
81
82
83
84
85
YEAR
□ WSCH/FTE FALL
+ WSCH/FTE SPRING
◇ ADA

INSTITUTIONAL ASSESSMENT 1985-86



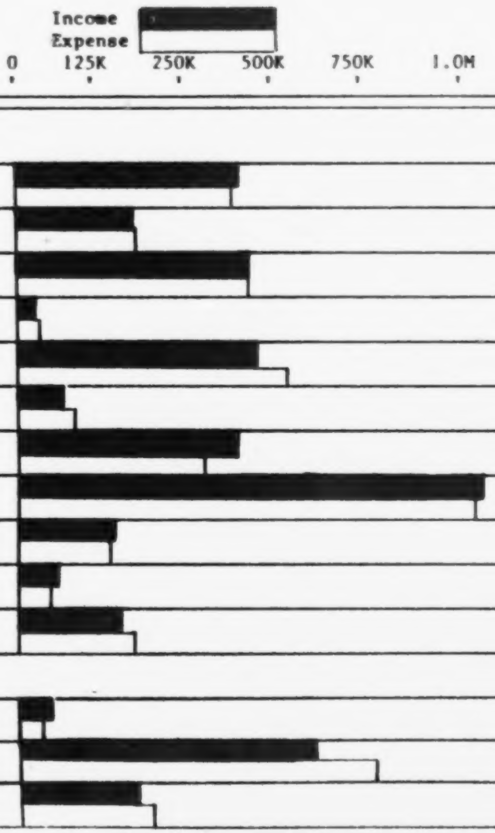
Academic Program	Dollar Amount	ADA	Cost/ ADA	WSCH/ FTE	Comparison with state WSCH/FTE Ratio	Percent Attrition	Growth Trend	Schedule Priority Increase Maintain Reduce Suspend
BEHAVIORAL & SOCIAL SCIENCES								
Anthropology	72,553 76,216	31.78	2,398	F - 525 S - 390	+ 14.1	F - 31 S -		Maintain
Early Childhood Studies	227,158 163,391	99.50	1,642	F - 493 S - 492	+ 23.5	F - 18 S -		Increase
Economics	156,202 123,578	68.42	1,806	F - 604 F - 573	+ 11.8	F - 22 S -		Maintain
Geography	112,118 95,271	49.11	1,939	F - 566 S - 529	+ 23.3	F - 19 S		Maintain
Guidance	26,186 28,899	11.47	2,519	F - 497 S - 659	+ 37.3	F - 2 S -		Increase
History	504,360 441,958	220.92	2,000	F - 581 S - 511	+ 9.6	F - 22 S -		Maintain
Home Economics	131,249 207,105	57.49	3,602	F - 376 S - 284	- 10.6	F - 22 S		Reduce
Humanities	103,008 93,370	45.12	2,069	F - 548 S - 456	+ 5.5	F - 23 S -		Maintain
Manual Communications	82,324 79,903	36.06	2,215	F - 345 S - 278	+ 7.8	F - 22 S -		Reduce
Philosophy	183,028 146,798	80.17	1,831	F - 607 S - 447	+ 15.8	F - 19 S -		Maintain
Political Science	210,857 150,747	92.36	1,632	F - 711 S - 533	+ 33.4	F - 23 S -		Increase
Psychology	522,236 379,668	228.75	1,659	F - 761 S - 522	+ 31.4	F - 18 S -		Increase
Sociology	332,564 307,442	145.67	2,100	F - 700 S - 602	+ 48.3	F - 15 S -		Increase

INSTITUTIONAL ASSESSMENT 1985-86



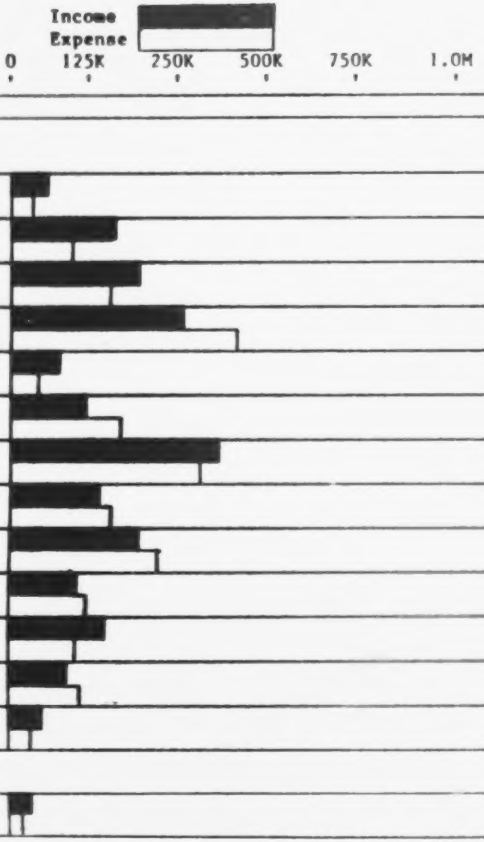
Academic Program	Dollar Amount	ADA	Cost/ ADA	WSCH/ FTE	Comparison with state WSCH/FTE Ratio	Percent Attrition	Growth Trend	Schedule Priority Increase Maintain Reduce Suspend
ADMINISTRATION OF JUSTICE								
Administration	742,772	314.06	2,155	F - 426	- 10.0	F - 3		
of Justice	682,365			S -		S -		Maintain
Fire Science	5,912	2.59	1,596	F - 525		F - 34		
	4,134					S		Maintain
ARTS & LETTERS								
Art	334,048	146.32	2,270	F - 447	+ 12.4	F - 19		
	332,453			S - 342		S		Maintain
English	1,060,521	464.53	2,589	F - 426	+ 5.0	F - 26		
	1,202,911			S - 398		S		Maintain
French	93,009	40.74	2,266	F - 492	+ 13.4	F - 22		
	92,336			S - 391		S -		Maintain
German	39,861	17.46	1,930	F - 556	+ 56.7	F - 25		
	33,710			S - 417		S		Maintain
Journalism	45,751	20.04	3,078	F - 460	+ 52.4	F - 13		
	61,684			S - 372		S -		Maintain
Music	361,527	158.40	2,727	F - 522	+ 35.6	F - 25		
	432,031			S - 457		S -		Maintain
Spanish	229,806	100.66	2,373	F - 406	- 1.3	F - 28		
	238,961			S - 434		S -		Maintain
Speech	307,611	134.74	2,502	F - 399	- 2.0	F - 20		
	337,229			S - 393		S -		Maintain
Theater Arts	181,863	79.66	2,405	F - 499	+ 26.1	F - 2		
	191,651			S - 480		S -		Maintain
PHYSICAL EDUCATION								
Physical	1,251,540	548.20	2,490	F - 643	+ 20.6	F - 20		
Education	1,365,375			S - 494		S -		Reduce

INSTITUTIONAL ASSESSMENT 1985-86



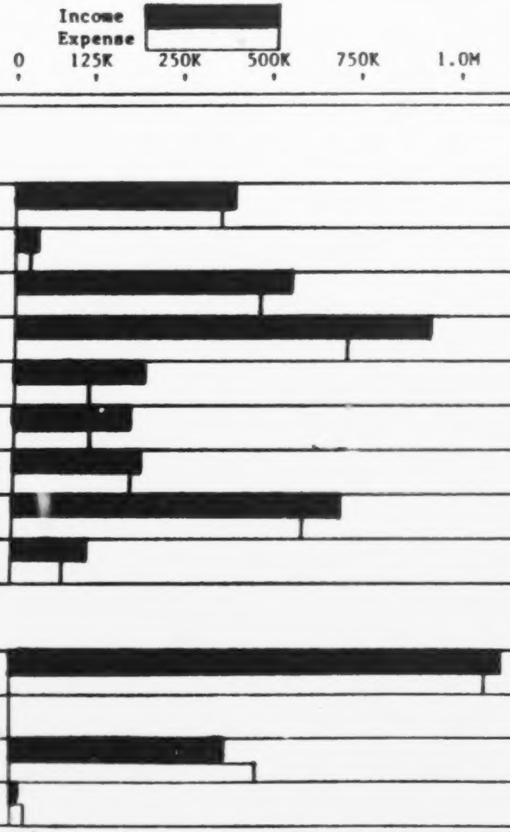
Academic Program	Dollar Amount	ADA	Cost/ ADA	WSCH/ FTE	Comparison with state WSCH/FTE Ratio	Percent Attrition	Growth Trend	Schedule Priority Increase Maintain Reduce Suspend
NATURAL SCIENCES								
Anatomy & Physiology	348,477 343,046	152.64	2,247	F - 500 S - 474	+ 3.3	F - 24 S		Maintain
Astronomy	138,829 139,299	60.81	2,290	F - 540 S - 490	+ 1.4	F - 18 S		Maintain
Biology	371,466 374,791	162.71	2,303	F - 575 S - 449	+ 17.1	F - 19 S		Maintain
Botany	25,113 31,472	11.00	2,861	F - 270 S - 340	- 26.9	F - 22 S		Reduce
Chemistry	475,571 522,472	208.31	2,508	F - 451 F - 405	-0-	F - 25 S		Maintain
Geology	57,280 74,850	25.09	2,983	F - 307 S - 317	- 23.3	F - 33 S		Reduce
Health Science	405,917 289,930	177.80	1,630	F -1254 S -1170	+151.3	F - 18 S		Maintain
Mathematics	1,240,696 1,009,457	543.45	1,857	F - 595 S - 493	+ 12.1	F - 27 S		Maintain
Microbiology	134,902 130,388	59.09	2,206	F - 532 S - 472	+ 37.5	F - 27 S		Maintain
Physical Science	48,490 40,714	21.24	1,916	F - 596 S - 375	+ 21.24	F - 21 S		Maintain
Physics	154,444 164,659	67.65	2,433	F - 455 S - 428	+ 19.4	F - 21 S		Maintain
NURSING EDUCATION								
Medical Technician	47,143 37,745	20.65	1,827	F - 412 S - 561	- 6.7	F - 23 S		
Nursing RN/CE	568,809 780,398	249.15	3,132	F - 324 S - 300	+ 17.4	F - 6 S		Maintain
Nursing VN/NA	209,099 285,521	91.59	3,117	F - 259 S - 325	- 24.5	F - 11 S		Reduce

INSTITUTIONAL ASSESSMENT 1985-86



Academic Program	Dollar Amount	ADA	Cost/ ADA	WSCH/ FTE	Comparison with state WSCH/FTE Ratio	Percent Attrition	Growth Trend	Schedule Priority Increase Maintain Reduce Suspend
TRADE & INDUSTRIAL								
Agri-Business	24,953 19,262	10.93	1,763	F - 411 S - 394	+ 15.2	F - 25 S		Maintain
Air Conditioning	139,044 91,185	37.85	2,409	F - 692 S - 478	+ 41.8	F - 4 S		Maintain
Automotive Body Technology	147,185 136,211	64.47	2,112	F - 507 S - 572	+ 14.0	F - 19 S		Maintain
Automotive Technology	236,564 311,993	103.62	3,010	F - 351 S - 378	- 12.1	F - 17 S		Maintain
Construction Technology	47,509 29,229	20.81	1,404	F - 675 S - 560	+ 5.4	F - 17 S		Maintain
Dental Technology	123,350 150,336	54.03	2,782	F - 466 S - 350	+ 40.0	F - 19 S -		Maintain
Electronics	277,110 260,791	121.38	2,148	F - 526 S - 474	+ 13.4	F - 29 S		Maintain
Engineering	148,683 150,030	63.96	2,345	F - 410 S - 407	- 2.0	F - 410 S		Increase
Graphics Technology	197,593 231,496	85.65	2,674	F - 339 S - 311	_ 6.1	F - 24 S		Increase
Machine Shop	123,624 125,734	54.15	2,321	F - 507 S - 522	+ 53.2	F - 8 S		Maintain
Photography	154,170 113,866	67.53	1,671	F - 437 S - 382	+ 5.9	F - 27 S		Maintain
Welding	110,181 125,165	47.81	2,617	F - 286 S - 277	- 24.6	F - 23 S		Maintain
Work Experience	17,350 13,016	7.60	1,712	F - 456 S - 449	+ 26.0	F - 17 S -		Maintain
SENIOR CITIZEN EDUCATION								
Senior Citizen Education	13,355 10,477	5.85	13,355	F - 353 S - 365	*	F - * S		Increase

INSTITUTIONAL ASSESSMENT 1985-86



Academic Program	Dollar Amount	ADA	Cost/ ADA	WSCH/ FTE	Comparison with state WSCH/FTE Ratio	Percent Attrition	Growth Trend	Schedule Priority Increase Maintain Reduce Suspend
BUSINESS & OFFICE ADMINISTRATION								
Accounting	379,251 305,745	166.12	1,840	F - 668 S - 570	+ 31.8	F - 32 S		Maintain
Banking & Finance	25,775 17,621	11.29	1,560	F - 490 S - 352	+ 40.6	F - 25 S		Maintain
Business Administration	553,490 441,714	242.44	1,821	F - 683 S - 590	+ 28.6	F - 20 S		Maintain
Computer Info. Systems	938,609 689,730	411.13	1,677	F - 652 S - 573	+ 15.8	F - 26 S		Increase
Management / Supervision	131,614 93,605	57.65	1,623	F - 405 S - 429	+ 20.2	F - 28 S		Increase
Marketing	149,810 118,219	65.62	1,801	F - 716 S - 558	+ 48.0	F - 23 S		Increase
Medical Assisting	130,062 117,777	56.97	2,067	F - 481 S - 436	+ 6.7	F - 23 S		Maintain
Office Administration	601,022 531,381	263.26	2,018	F - 580 S - 469	+ 25.9	F - 22 S		Maintain
Real Estate	92,187 57,778	40.38	1,430	F - 574 S - 747	+ 26.0	F - 6 S		Maintain
COSMETOLOGY								Maintain
Cosmetology	1,354,689 1,055,492	540.72	1,952	F -1146 S -1135	+ 20.4	F - 11 S		
LEARNING RESOURCES								
Learning Skills	257,796 343,110	112.92	3,038	F - 461 S - 379	+ 15.8	F - 19 S		Increase
Library	3,378 4,172	1.48	2,819	F - 461 S - -0-	+ 66.4	F - 20 S		Maintain

SECTION E

RIVERSIDE COMMUNITY COLLEGE DISTRICT

1916-1986 70th ANNIVERSARY

RIVERSIDE CITY COLLEGE

"A Commitment to Learning"

ADMINISTRATIVE SERVICES

PROGRAM REVIEW

April, 1986

TABLE OF CONTENTS

Introduction 1

Personnel Services 2

Communication Services 5

Public Information Services

Public Information 7

Production Printing 10

INTRODUCTION

The review of services provided by the departments within Administrative Services at Riverside City College has been developed to present a comparative and/or longitudinal analysis of various data elements including staffing, costs and quantifiable services.

From that data, an assessment has been developed to identify the status of the program and to prepare a recommendation to be considered regarding its future.

It should also be noted that in most areas, organizational structure and related budgetary definition differs from institution to institution. The differences are more pronounced in Public Information and Communication Services. In spite of these limitations, the review represents reasonably valid comparisons on which to assess each service.

April 1986

PERSONNEL SERVICES

During 1983-84 the Personnel Office recruited for 42 classified positions. During 1984-85 that number increased to 53 positions, an increase of 21 percent. These recruitments were in addition to continuous recruitments for substitute custodians, substitute police officers, registration clerks and bookstore clerks.

The implementation of the Integrated Student Information System (ISIS) and the resultant changes in the format of the teaching assignments (TA's) has had a major impact on the Personnel Office. The changes in TA's has caused changes in the way the Personnel Department interfaces with the payroll department, in its recordkeeping procedures, and in the way historical data is maintained. This together with the unreliability of the information in the 4-phase system has made the Personnel Office primarily reliant on manual recordkeeping systems, which significantly impacts the time available for the other functions of the department.

The Human Resources Information System is not scheduled for implementation until July, 1987. During this transition period the manual processing of personnel functions will continue to escalate.

Additionally, the implementation of a computerized personnel data base will require hundreds of man hours to implement. Hours which are not now available with the current workload and will certainly not be available in 1987.

Comparison data gathered over the past three years shows that the Personnel Department is cost effective being 6th or 7th of 10 colleges surveyed in cost of program by ADA and 9th of 10 in ADA per FTE staff.

RECOMMENDATION

In order for the Personnel Department to continue to perform at its present level of service, the addition of a half-time clerk typist is recommended.

STATUS RECOMMENDATION: Positive

	College	ADA 1984 1985	84-85 Expenditures	FTE Staff	Expenditures per ADA	Rank	ADA/ FTE	Rank
1.	Antelope Valley	3581	(*1)					
2.	Chaffey	6629	$248,092	8	$37.43	2	829	1
3.	Citrus	5188	(*2) $70,000	3.5	$13.49	8	1482	4
4.	College of the Desert	3652	$85,330	3	$23.37	3	1217	2
5.	Glendale	7357	$137,000	4.6	$18.62	5	1599	5
6.	Mt. SAC	13,220	$225,000	6	$17.02	6	2303	7
7.	Mt. San Jacinto	No data avail.	(*3) $20,531	1				
8.	Pasadena	13,511	$278,267	7.5	$20.60	4	1801	6
9.	Rio Hondo	7138	$350,880	5.75	$49.17	1	1241	3
10.	San Bernardino	8230	$100,000	3.6	$12.15	9	2333	8
11.	Riverside	7890	$134,061	3	$16.99	7	2630	9

*1 Personnel Department started 08/85.

*2 Includes only salary, physicals, advertising, office supplies.

#3 Salaries only. All other in Business budget.

ALL RESPONSES INCLUDE AFFIRMATIVE ACTION

213

PERSONNEL SERVICES ANALYSIS

	1981-82	1982-83	1983-84	1984-85
1. Actual Expenditures	$142,882	$131,242	$124,602	$134,061
2. Current Expense of Education	$16,063,338	$15,559,415	$15,722,313	$17,446,018
3. Actual Expenditure/ Current Expense of Education	.88%	.84%	.79%	.77%
4. Net % Change in Program Budget Compared w/College Budget	(-3.13%)	(-5.01%)	(-5.04%)	(-1.037%)
5. FTE STAFF	3	3	3	3
6. Total ADA	8711	8758	7836	7890
7. Expenditures per ADA	$16.40	$14.99	$15.90	$16.99
8. ADA per FTE Staff	2904	2919	2612	2660
9. RCC Rank in Survey in Cost of Program per ADA	---	6/9	7/10	7/9
10. RCC Rank in Survey in ADA per FTE Staff	---	9/10	9/10	8/9

COMMUNICATION SERVICES CENTER

COMMENTS:

The Communication Services Center currently available at Riverside City College remains unique due to its advanced technology. The Communication Services Center consists of four departments covering all mailroom activities, switchboard and reception area, word processing center and the reproduction/duplication area. The Center is staffed by 9 full-time employees.

The word processing area produced over 2,700 pages of new and revised material each month. The area of duplication averages approximately 488,300 copies per month.

Both incoming and outgoing mail, at its present volume, requires a full-time mail clerk. The telephone system, PABX supports the entire campus and requires two full-time operators and two part-time students to maintain service throughout the 14 hour of operation daily. Both the primary switchboard and the "back-up" switchboard are currently covered during peak hours. The second switchboard operator has increased the speed and number of calls being answered.

The campus switchboard continues to be an area of concern. The current system is inefficient for effectively managing the high volume of incoming calls. To better facilitate service to the campus as well as the community the relocation of the "back-up" switchboard is underway. This move will place the "back-up" switchboard within closer proximity of the main switchboard and reception area, allowing incoming calls to be answered in a more timely manner while properly greeting visitors.

The existing equipment in other areas of the Center includes state-of-the-art electronics both in duplicating and word processing. The Center is equipped with two Kodak high volume, intelligence copiers (92 copies per minute). The recent acquisition of a mid-volume copier has once again increased the services provided to faculty and staff. The word processing equipment consists of six IBM Displaywriters, with three IBM printers, including the IBM 6670 Information Distributor (LASER). This printer is capable of printing 25 pages of letter quality material in one minute.

The Communication Services Center is well received by faculty and staff and utilization continues to increase. In line with this user increase the Center continues to expand its services to meet these needs.

RECOMMENDATION:

The current telephone system requires modification. The existing system must be upgraded to meet the increasing volume of both incoming and outgoing calls. If the current system cannot be upgraded to meet these needs an alternative plan must be implemented, e.g., research new systems now available.

STATUS RECOMMENDATION: Positive

COMMUNICATION SERVICES CENTER ANALYSIS

	1982-83	1983-84	1984-85
1. Actual Expenditures	$210,505	$271,031	$296,452
2. Current Expense of Education	$15,559,415	$15,722,313	$17,446,018
3. Actual Expense/Current Expense of Education	1.35%	1.72%	1.69%
4. Net % Change in Program Budget Compared w/College Budget	--	--	--
5. FTE Staff	9	9	9
6. Total ADA	8,758	7,839	7,890
7. Expenditure per ADA	$24.04	$34.54	$37.57
8. ADA per FTE Staff	973	871	877
9. Volume of Copying and Duplicating	3,180,143	4,069,231	*4,502,331
10. Increase	40%	27%	10%

*Figure does not reflect Quik Print copies as do previous yearly totals.

... PUBLIC INFORMATION SERVICES

COMMENTS:

As the Riverside Community College District continues to grow, so does the role of the Public Information Office. 1984-85 was a year when the Public Information Office made key links with other campus services and committees to plan the marketing efforts at the existing Riverside campus and future sites in Corona/Norco, Moreno Valley and La Sierra. The office became a critical vehicle for the Marketing Committee with the implementation of proposals and funding of appropriate marketing activities. In addition, given the direction outlined in the District's "Business, Vision and Values," the Public Information Office was able to keep all marketing, public relations and advertising projects on a cohesive and balanced level.

The Public Information Office's vital role with the Production Printing operation of the District also took on new meaning in 1984-85. Having identified weaknesses in the structure, the operation was given a serious examination enabling the college to find solutions that would strengthen the weaknesses. The end result is a projected total revamping of the Production Printing operation in 1985-86 taking into account staffing, budget and the important linkage with the Graphics Technology instructional program.

RECOMMENDATIONS:

It is recommended that the Public Information Office continue to work closely with all college divisions and services to enhance marketing efforts. As marketing becomes even more important, consultation and participation by the Director should be encouraged from all staff.

Production Printing's restructuring should be closely monitored and remain in "Caution" status for a minimum of one year. It is recommended that the entire operations and procedures be restructured to best meet the needs of the District and that involvement in active communication should take place between the Public Information Office, Communications Services Center and Production Printing/Instructional Program supervisors.

STATUS RECOMMENDATION (Public Information): Positive

STATUS RECOMMENDATION (Production Printing): Caution

PUBLIC INFORMATION **SURVEY**

	College	ADA 1984-85	Expenditures 1984-85	FTE Staff	Expenditures Per ADA	Rank	ADA/ FTE	Rank
1.	Antelope Valley	3,581	$35,000	.60	$9.78	7	5968	7
2.	Chaffey	6,629	$85,960	1.00	$12.97	5	6629	8
3.	Citrus	5,188	$100,000	1.50	$19.28	2	3459	3
4.	College of Desert	3,652	$15,000	1.00	$4.11	9	3652	5
5.	Glendale	7,357	$82,000	1.60	$11.15	6	4598	6
6.	Mt. San Antonio	13,220	$75,000	1.00	$5.67	8	13220	9
7.	Mt. San Jacinto	*No Data Available	$15,500	1.00	-----	--	----	----
8.	Pasadena	13,511	Not Available	1.00	-----	--	13511	10
9.	Rio Hondo	7,138	$100,000	2.00	$14.01	4	3569	4
10.	San Bernardino & Crafton Hills	8,230	$225,000	3.00	$27.34	1	2743	2
11.	Riverside	7,890	$132,247.16	3.33	$16.76	3	2,369	1

*Per Business Services, 3/7/86

PUBLIC INFORMATION ANALYSIS

		1981-82	1982-83	1983-84	1984-85
1.	Actual Expenditures	$151,581	$136,908	$119,949.51	$132,247.16
2.	Current Expense of Educ.	$16,063,338	$15,559,415	$15,722,313	$17,446,018
3.	Actual Expenditure/Current Cost of Education	.94%	.88%	.76%	.76%
4.	Net % Change in Program Budget Compared with College Budget	+3.35%	(-6.55%)	(-12.39%)	*.00%
5.	FTE Staff	3.3	3.3	3.3	3.3
6.	Total ADA	8,711	8,758	7,836	7,890
7.	Expenditures Per ADA	$17.40	$15.64	$15.31	$16.76
8.	ADA Per FTE Staff	2,640	2,654	2,375	2,391
9.	RCC Rank in Survey in Cost of Program per ADA	--	3/6	3/7	3/8
10.	RCC Rank in Survey in ADA per FTE Staf	--	1/10	1/10	2/10

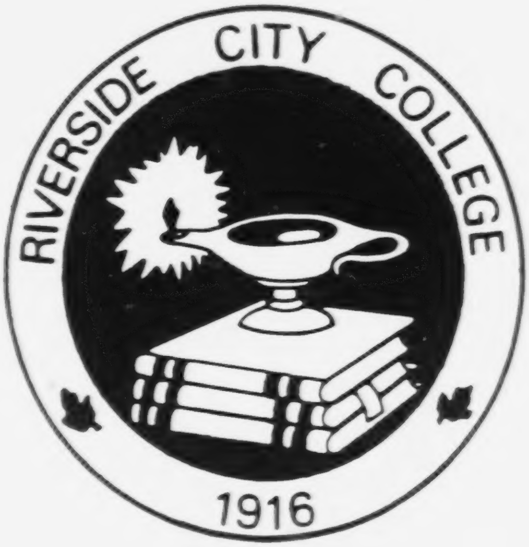
*no change

PRODUCTION PRINTING **ANALYSIS**

		1981-82	1982-83	1983-84	1984-85	Increase
1.	Printing Sent Off-Campus	$25,052	$44,674	$49,400	$57,241	+13.7%
2.	Printing On-Campus	$57,650	$77,823	$84,443	$92,719	+9.1%
3.	Total Expenditures	$82,702	$122,497	$133,843	$149,960	+10.8%
4.	Actual Expenditures	$11,286	$47,629	$29,721	$34,236	+13.2%
5.	Current Expense of Education	$16,063,338	$15,559,415	$15,722,313	$17,446,018	+9.9%
6.	Total Expenditures/ Current Expense	.07%	.31%	.19%	.14%	(-26.4%)
7.	FTE Staff	.7	.8	.8	.8	-----
8.	Total ADA	8711	8758	7836	7890	+.06%
9.	Expenditures per ADA	1.30	5.44	3.79	4.34	+12.7%
10.	ADA per FTE Staff	12,444	10,948	9,795	9,863	+.07%

Section F

Riverside Community College District


RIVERSIDE CITY COLLEGE
1916

"Excellence Through Innovation"

Business Services Program Review

RIVERSIDE COMMUNITY COLLEGE DISTRICT

TO: Dr. Kane, Supt./President Date: April 1, 1986

SUBJECT: BUSINESS SERVICES PROGRAM REVIEW

These Business Services Program Reviews are designed to provide the various tasks or functions with data for planning situations represented by various elements.

This is the third review for the Business Services Program Review, with the first one dated May 1984.

Gordon R. Woolley, Jr.
Assist. Supt./Business Manager

Robert H. Garrett
Director, Business Services

Patti Klingbiel
Director, Fiscal Operations

Aan Tan
Director, Facilities

RIVERSIDE COMMUNITY COLLEGE DISTRICT

BUSINESS SERVICES PROGRAM REVIEW

April 1, 1986

TABLE OF CONTENTS

Page

How to Use this Report i

FISCAL OPERATIONS

- Purchasing 1-2
- Accounts Payable 3-4
- Payroll 5-6
- Insurance 7-8
- Receiving/Warehouse 9-10

FINANCIAL SERVICES

- Accounting/Financial Reports 11-12
- Budget Control 13-14
- Cashiering - Bank 15-16
- Auxiliary Services Accounting-Bank 17-18

FACILITIES MANAGEMENT

- Maintenance 19-20
- Custodial 22-22
- Grounds 23-24
- Facilities Utilization 25-29
- Security/Parking - College Police 30-32

How to Use this Report

Remember the myth of the "typical" institution -- no group of institutions exists whose data show them to be completely "typical." The primary purpose of this report is to assist our institution in preparing a meaningful analysis of how our financial performance relates to peer group norms.

The unique characteristics of our institution may be revealed by comparison. Our institution may have relatively high or low cost areas, such as utilities or faculty salaries, or high or low quality (and cost) programs, such as instruction or student services. Unique characteristics are reflected in the differences between the cost structure of our institution and the norms for all institutions surveyed.

Comparisons are useful for confirming and challenging perceptions. If our institution has high cost areas, are they perceived to be of high priority?

Comparisons also help our institution to set performance goals, which may be planned in terms of budget proportions for various functions, revenue proportions, expenditures per student by various functional categories, etc.

Review Programs Include

Purchasing
Accounts Payable
Payroll
Insurance
Receiving/Warehouse

Accounting/Financial Reports
Budget Control
Cashiering - Bank
Auxiliary Services Accounting - Bank

Maintenance
Custodial
Grounds
Facilities Utilization
Security/Parking - College Police

FISCAL OPERATIONS

PROGRAM REVIEW - PURCHASING FUNCTION Date: April 1, 1986

DATA ELEMENTS:	82-83	83-84	84-85
FTE Management	.4	.4	.4
FTE Clerical	1.0	1.0	1.0
* Management Cost	$17,862	$17,892	$18,858
* Clerical Cost	$23,285	$23,487	$25,722
P.O.'s Issued	5,902	7,159	3,648
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Full, P.T., & Student Emp.	1,058	979	1,190

PROGRAM REVIEW:	82-83	83-84	84-85
No. P.O.'s per Clerk	5,902	7,159	3,648
Management Cost per P.O.	$3.03	$2.50	$5.17
Clerical Cost per P.O.	$3.95	$3.28	$7.05
No. ADA per Clerk	8,758	7,839	7,890
Management Cost per ADA	$2.04	$2.28	$2.39
Clerical Cost per ADA	$2.66	$2.99	$3.26
Mgt. Cost per Enrollment	$1.15	$1.29	$1.38
Clerical Cost per Enroll.	$1.50	$1.70	$1.89
No. Employees per Clerk	1,058	979	1,190
Mgt. Cost per Employee	$16.88	$18.28	$15.84
Clerical Cost per Emp.	$22.01	$23.99	$21.62

* Includes salary, retirement and fringe benefits

"Comments and Recommendations" -- next page

PROGRAM REVIEW - PURCHASING FUNCTION Date: April 1, 1986

COMMENTS:

The number of purchase orders declined considerably from 1983-84 to 1984-85. This decline was the result of more open purchase orders and add-on requisitions.

In addition to processing purchase orders, the purchasing clerk maintains the vendor file, handles warehouse ordering for the fiscal operations department, obtains quotes for athletic supplies, custodial and warehouse supplies, coordinates transportation for student field trips and distributes vendor warrants.

Implementation of the new financial system (IFIS) will impact this department as new procedures are to be utilized. For example, the encumbering process and maintenance of the vendor file will be different.

RECOMMENDATIONS:

It is recommended that the purchasing function continue in the same manner, with changes as necessitated by the new financial system. When the automated purchase order system is added to IFIS, further changes will be made.

PROGRAM REVIEW - ACCOUNTS PAYABLE FUNCTION

Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
FTE Management	.15	.15	.15
FTE Clerical	1.70	1.80	1.90
* Management Cost	$6,698	$6,709	$7,072
* Clerical Cost	$35,579	$36,420	$44,010
"B" Warrants Issued	12,859	11,582	12,000
Dollar Amt. of Warrants	$5,108,159	$6,077,058	$9,229,806
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,884	13,638
Full, P.T., & Student Emp.	1,058	979	1,190

PROGRAM REVIEW:

"B" Warrants per Cler. Emp.	7,564	6,434	6,316
Mgt. Cost per Warrant	$ .52	$ .58	$ .59
Clerical Cost per Warrant	$2.77	$3.14	$3.67
No. ADA per Clerk	5,152	4,355	4,153
Management Cost per ADA	$ .76	$ .86	$ .90
Clerical Cost per ADA	$4.06	$4.65	$5.58
Mgt. Cost per Enrollment	$ .43	$ .48	$ .52
Clerical Cost per Enroll.	$2.29	$2.62	$3.23
Mgt. Cost per Employee	$6.33	$6.85	$5,94
Clerical Cost per Employee	$33.63	$37.20	$36.98

* Includes salary, retirement and fringe benefits

"Comments and Recommendations" -- next page

COMMENTS:

The accounts payable operation has been running smoothly now that the junior account clerk has become more familiar with procedures and with assistance from student help. This area will be severely impacted by the new financial system--learning new procedures at the same time as year end closing. As noted by the increase in dollar amount of warrants, this area continues to be a high volume area requiring constant attention to keep payments current.

RECOMMENDATIONS:

It is recommended that the accounts payable function continue with the same operation, with changes as necessitated by the new financial system. Additional help and/or overtime may be required during the transition period.

PROGRAM REVIEW - PAYROLL FUNCTION Date: April 1, 1986

DATA ELEMENTS:	82-83	83-84	84-85
FTE Management	.15	.15	.15
FTE Clerical	2.30	2.20	2.10
* Management Cost	$6,698	$6,709	$7,072
* Clerical Cost	$60,914	$56,625	$60,138
Payroll Warrants Issued	13,757	12,771	13,321
Dollar Amt. of Warrants	$12,407,856	$12,724,114	$13,156,255
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Full, P.T., & Student Emp.	1,058	979	1,190

PROGRAM REVIEW:	82-83	83-84	84-85
No. P/R Warrants per Clk.	5,981	5,805	6,343
Mgt. Cost per Warrant	$ .49	$ .53	$ .53
Clerical Cost per Warrant	$4.43	$4.43	$4.51
No. ADA per Clerk	3,807	3,563	3,368
Management Cost per ADA	$ .76	$ .86	$ .90
Clerical Cost per ADA	$6.96	$7.22	$7.62
Mgt. Cost per Enrollment	$ .43	$ .48	$ .52
Clerical Cost per Enroll.	$3.91	$4.09	$4.41
No. Emp. per Clerk	460	445	566
Mgt. Cost per Employee	$6.33	$6.85	$5.94
Clerical Cost per Emp.	$57.57	$57.84	$50.54

* Includes salary, retirement and fringe benefits

"Comments and Recommendations" — next page

PROGRAM REVIEW - PAYROLL Date: April 1, 1986

COMMENTS:

The payroll clerks perform in an outstanding fashion. The payroll system is on-line with the County Schools Office and is operating smoothly. Pay warrants are distributed by the junior account clerk. The classified sick leave and vacation absences are now posted by the payroll clerks, as well as written verification of employment requests. The insurance clerk acts as backup to the certificated payroll clerk, with the accounts payable clerk as backup for classified payroll.

RECOMMENDATIONS:

The two payroll clerks are working at capacity at the present time. A new computer system is scheduled for completion within the next fiscal year, and an analysis of its effect on the payroll function will be made when information is available.

PROGRAM REVIEW - INSURANCE FUNCTION Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
FTE Management	.15	.15	.15
FTE Clerical	1.00	1.00	1.00
* Management Cost	$6,698	$6,709	$7,072
* Clerical Cost	$22,059	$23,260	$26,354
No. Emp. receiving H&W	440	396	406
Total Dollar Amt. H&W	$820,634	$1,082,631	$1,136,356
No. Accident Reports Filed	357	475	384
No. Workers Comp.Claims	85	63	61
No. Tax Sheltered Amend.	77	146	85
Full, P.T., & Student Emp.	1,058	979	1,190

PROGRAM REVIEW:

Mgt. Cost/H&W Emply.(50%)	$ 7.61	$ 8.47	$ 8.71
Cler. Cost/H&W Emply.(50%)	$25.06	$29.37	$32.46
Cler. Cost/Accid. Rpt.(5%)	$ 3.09	$ 2.45	$ 3.43
Cler. Cost/Comp. Claim(20%)	$51.90	$73.84	$86.41
Mgt. Cost/Comp. Claim (20%)	$15.76	$21.30	$23.18
Cler. Cost/TSA (15%)	$42.97	$23.90	$46.50
Mgt. Cost/TSA (15%)	$13.05	$ 6.89	$12.48
Clerical Cost Per Emp.	$20.85	$23.76	$22.15

* Includes salary, retirement and fringe benefits

"Comments and Recommendations" -- next page

COMMENTS:

The insurance clerk is responsible for the handling of all health and welfare benefits sign-ups, terminations, claims and any other related matters. She collects information to assist in the selection of the carriers and is the District liaison with the carrier. Two health and welfare plans are now on a self-insurance basis, which require more expertise on the part of the insurance clerk. She also handles liability insurance, worker's compensation matters, and tax shelter plans for employees. She is a member of the District Safety Committee and attends the consortium meetings on worker's compensation.

The degree of expertise and skills required of this position were made apparent when the insurance clerk received a promotion to the County Schools Office. A procedural handbook has now been developed by the Director of Fiscal Operations which will be of assistance to new employees.

Training the new insurance clerk will require a great deal of time during the coming year and it is anticipated that it will be several months before this function is again operating smoothly.

In addition, a new fringe benefit program is being developed by Computer Services as an interim solution to recordkeeping in this area prior to implementation of the personnel/payroll information system (HRIS).

RECOMMENDATIONS:

It is recommended that emphasis be placed on inservice training for this position and, when possible, cross train another employee in the basic insurance functions such as sign ups and insurance payments.

PROGRAM REVIEW - RECEIVING/WAREHOUSE FUNCTION Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
FTE Management	.15	.15	.15
FTE Class. Emp.	2.00	2.00	2.00
* Management Cost	$6,698	$6,709	$7,072
* Employee Cost	$45,964	$47,035	$50,321
Cost/Warehouse Supp. Purch.	$27,479	$49,115	$64,425
Cost/Custodial Supp. Purch.	$49,592	$48,527	$61,017
No. P.O.'s	5,902	7,159	3,648
No. Deliveries to Warehouse	N/A	14,085	19,075
Whse. Supp. Ord. Processed	395	559	604
Cust. Whse Supp. Ord. Proc.	764	732	746
Bulk Mailings	N/A	87	79
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
No. of Campus Delivery Loc.	62	62	64

PROGRAM REVIEW:

	82-83	83-84	84-85
Emp. Cost/P.O. (50%)	$3.89	$3.29	$6.90
Emp. Cost/Whse Order (15%)	$11.64	$12.62	$12.50
Emp. Cost/Cust.Order (10%)	$6.49	$6.43	$6.75
Emp. Cost/Bulk Mail. (2.5%)	N/A	$13.52	$15.92
No. Orders/Delivery Loc.	95	115	57
Emp. Cost/Delivery Rec'd.	N/A	$3.34	$2.64
Emp. Cost/ADA	$5.25	$6.00	$6.38
Emp. Cost/Enrollment	$3.19	$3.40	$3.69

* Includes salary, retirement and fringe benefits

"Comments and Recommendations" -- next page

COMMENTS:

The warehouse operation includes receiving and disbursing supplies and equipment, processing warehouse and custodial orders and preparation, handling of bulk mailings, and delivery of district mail to post office. The postage savings on bulk mail processed by presorting was $2,110.57 in 1983-84 and $2,170.37 in 1984-85. Handling bulk mail is a time-consuming job, however, and usually performed on a rush basis. In addition, the warehouseman secures computer equipment and typewriters with anti-theft devices and assists in moving of furniture and equipment on campus. He also assists in inventory recordkeeping of furniture and equipment. The warehouseman is responsible for maintaining, delivering, and reordering warehouse supplies and custodial supplies. This responsibility includes preparation of the warehouse catalog with price changes each school year.

RECOMMENDATIONS:

A computer terminal has been installed at the warehouse for recordkeeping of warehouse supplies and custodial supplies and Computer Services is developing a program using D-base and possibly Lotus 1-2-3. The changeover to a computerized system should eliminate the need for manual recordkeeping. However, the internal controls on the inventory are not as good as they could be. This will be reviewed for possible changes to improve control.

As always, new facilities for warehouse are recommended to improve this operation. However, in light of the costs involved, a good cleanup and reorganization of the existing warehouse may be more in keeping with our financial situation and would improve this operation to some extent.

235

FINANCIAL SERVICES

PROGRAM REVIEW - ACCOUNTING/FINANCIAL REPORTS FUNCTION

Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
* Program Costs	$135,240	$139,243	$144,373
District Revenue	$20,767,100	$21,683,467	$24,302,091
District Expenditures	$20,455,125	$20,972,177	$23,851,298
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Accounting FTE	2.8	3.0	2.8

PROGRAM REVIEW:

Program Cost/ADA	$15.44	$17.76	$18.30
Prog. Cost/Enrollment	$8.69	$10.06	$10.59
Prog. Cost/Accounting FTE	$48,300	$46,414	$51,562
Dist.Rev./Accounting FTE	$7,416,821	$7,227,822	$8,679,318
Dist.Exp./Accounting FTE	$7,305,402	$6,990,726	$8,518,321
Dist. Revenue/ADA	$2,371	$2,766	$3,080
Dist. Expenditures/ADA	$2,336	$2,675	$3,023
Dist. Rev./Enrollment	$1,334	$1,566	$1,782
Dist. Exp./Enrollment	$1,314	$1,515	$1,749
ADA/Accounting FTE	3,128	2,613	2,818
Enrollment/Accounting FTE	5,558	4,615	4,871

* Includes management and clerical salaries, retirement and fringe benefits

"Comments and Recommendations" -- next page

COMMENTS:

Reporting requirements are constantly increasing and changing at the district, state and federal levels. Implementation of IFIS should assist in meeting the demand for more and changing financial reports at all levels.

A number of managers do not review and/or understand the various financial statements and reports that are supplied to them. Granted, some of the data is not timely, however reviewing would improve accuracy and the quality of the reports and the reports, if utilized, are still beneficial in making management decisions.

RECOMMENDATIONS:

Management should be made more aware of accounting problems that are created by not requesting data with the proper lead time.

It is expected that the implementation of IFIS will give managers more timely financial data but will require of managers a greater knowledge of, and participation in, the District's financial accounting reporting system.

PROGRAM REVIEW - BUDGET CONTROL FUNCTION Date: April 1, 1986

DATA ELEMENTS:	82-83	83-84	84-85
* Program Costs	$27,485	$29,126	$31,500
** Budget Controlled Expend.	$3,640,140	$3,979,843	$3,854,220
Budget Controlled Requis.	5,694	7,159	5,274
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Budget Control Staff FTE	1.0	1.0	1.0
Number of Account Trans.	-	-	20,910
Account Transfers	-	-	$1,153,708

PROGRAM REVIEW:			
Program Cost/ADA	$3.14	$3.72	$3.99
Prog. Cost/Enrollment	$1.77	$2.10	$2.31
Average Requisition Exp.	$639.29	$555.92	$730.80
Expenditures/ADA	$415.64	$507.70	$488.49
Expenditures/Enrollment	$233.90	$287.48	$282.61
Average Account Transfer	-	-	$55.17

* Includes clerical salary, retirement and fringe benefits

** Excludes salary, benefits and utility expenditures. Excludes Cafeteria and Bookstore Funds

"Comments and Recommendations" -- next page

COMMENTS:

As explained in the footnote on the previous page, this budget control function deals primarily with purchase orders and direct pay requisitions for all funds except the Cafeteria and Bookstore funds. This review for the first time includes segments involving expenditure and appropriation account transfers, both the quantity and dollar amount that was processed to the County. Not included are budget transfers. See recommendation below.

RECOMMENDATIONS:

The final approved budget should reflect more realistic amounts for line items.

The more time that managers put into planning will assist this function. We experience far more changes to our budget accounts during the year then seems necessary. It is suggested that budget transfer between funds and major objects be routinely approved by Board action so they will be reflected in the ledgers as opposed to memo budget control. This routine Board approval will be necessary if, under the IFIS system, current and accurate fund availability and agreement between County and Riverside City College ledgers are desired.

PROGRAM REVIEW - CASHIERING - BANK FUNCTION Date: April 1, 1986

DATA ELEMENTS:	82-83	83-84	84-85
* Program Costs	$36,505	$48,264	$59,609
** Rev. Proc. by Cashier Prog.	$3,874,579	$4,852,580	$5,781,539
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Cashier Staff FTE	2.1	2.1	2.8

PROGRAM REVIEW:	82-83	83-84	84-85
Prog. Cost/Cash.Proc.Rev.$	$.0094	$.0099	$.0103
Program Cost/ADA	$4.17	$6.16	$7.56
Program Cost/Enrollment	$2.35	$3.49	$4.37
Prog.Cost/Cashier Staff FTE	$17,383	$22,983	$21,289
Revenue Processed/ADA	$442.40	$619.03	$732.77
Rev. Processed/Enrollment	$248.96	$350.52	$423.93
Rev. Proc./Cash. Staff FTE	$1,845,038	$2,310,752	$2,064,835
ADA/Cashier Staff FTE	4,170	3,733	2,818
Enrollment/Cash. Staff FTE	7,411	6,592	4,871

* Includes clerical salary, retirement and fringe benefits

** Includes District Funds Revenue processed through Bank Cashier in addition to A.S.B. & Scholarship & Loan Fund Revenue

"Comments and Recommendations" -- next page

PROGRAM REVIEW - CASHIERING - BANK FUNCTION Date: April 1, 1986

COMMENTS:

An additional unit of personnel was added in the 1984-85 school year because of the impact of increased receipts and expansion of internal control procedures. The scope of the cashier's office continues to increase with collection procedures for bad checks and campus activity ticket sales. Also reflected in the clerical salaries are the part-time staff who are hired during rush times, particularly registration, to expedite deposits.

RECOMMENDATIONS:

Continue developing and improving cash handling and recording procedures along with an automated receipting and cash management system.

PROGRAM REVIEW - AUXILIARY SERVICES ACCTG. - BANK FUNCTION Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
* Program Costs	$67,786	$90,969	$105,282
Auxiliary Services Revenue	$3,206,667	$3,940,614	$4,608,849
Auxiliary Services Expend.	$3,010,134	$3,705,462	$4,462,115
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Accounting Staff FTE	2.9	3.3	3.7

PROGRAM REVIEW:

	82-83	83-84	84-85
Program Cost/ADA	$7.74	$11.60	$13.34
Program Cost/Enrollment	$4.36	$6.57	$7.72
Prog. Cost/Acctg. Staff FTE	$23,374	$27,566	$28,455
Aux. Serv. Revenue/ADA	$366.14	$502.69	$584.14
Aux. Serv. Rev./Enrollment	$206.04	$284.64	$337.94
Aux.Serv.Rev/Actg.Staff FTE	$1,105,747	$1,194,125	$1,245,635
Aux. Serv. Expend./ADA	$343.70	$472.70	$565.54
Aux. Serv. Exp./Enrollment	$193.42	$267.66	$327.18
Aux.Serv.Exp/Actg.Staff FTE	$1,037,977	$1,122,867	$1,205,977
ADA/Accounting Staff FTE	3,020	2,375	2,132
Enrollment/Acctg.Staff FTE	5,367	4,195	3,686

* Includes management and clerical salaries, retirement and fringe benefits

"Comments and Recommendations" -- next page

PROGRAM REVIEW - AUXILIARY SERVICES ACCTG. - BANK FUNCTION Date: April 1, 1986

COMMENTS:

Auxiliary Services Accounting is a major function of the College Bank and performs many services for the District, Bookstore, Food Services, Associated Students of Riverside City College, Student Financial Aids, and Riverside City College Foundation. Government fund accounting procedures and resources are translated to commercial or enterprise accounting reports and statements for use by management. Information and analysis needs are expanding.

RECOMMENDATIONS:

Continue to respond to the needs of managers for detailed analysis of financial information. Make maximum use of the automation possibilities since the installation of the IBM 3270 computer.

FACILITIES MANAGEMENT

PROGRAM REVIEW - MAINTENANCE

Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
* Salaries/Benefits	$362,386	$355,490	$357,740
Supplies	$138,330	$195,180	[illegible]
Management	2	2	2
Mechanics	10	10	10
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Square Feet of Bldgs.	487,195	487,195	487,195

PROGRAM REVIEW:

	82-83	83-84	84-85
Salaries/ADA	$42.16	$45.35	$45.34
Supplies/ADA	$16.09	$24.90	$42.11
Maintenance Mechanics/ADA	860	784	789
Salaries/Enrollment	$19.09	$25.68	$26.23
Supplies/Enrollment	$ 8.89	$14.10	$24.36
Mechanics/Enrollment	1,556	1,384	1,369
Sq. Ft./Mechanics	48,720	48,720	48,720
Sq. Ft./FTE Mechanics	60,899	60,899	60,899

* Includes salary, retirement and fringe benefits

"Comments and Recommendations" -- next page

COMMENTS:

The District has ten mechanics who have speciality assignments, however work as generalists as the occasion arises. Our managers are "hands on" types and have been included in the total full time equivalent, however, eight mechanics are maintaining 487,195 sq. ft. or 60,899 sq. ft. each.

Please note the square footage includes buildings only. There are many repair functions outside the buildings performed by the staff, i.e., parking lights, exterior building lights, water lines, sewer lines, sidewalks, parking asphalt, roadways, fences, drains, etc.

RECOMMENDATIONS:

A long term project that needs to be brought to completion is the facilities building. Every other project seems to be getting a higher priority.

To provide current information as to the status of Work Orders, a new system should be developed and implemented.

PROGRAM REVIEW - CUSTODIAL FUNCTION Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
* Salaries	$510,079	$559,491	$652,082
Supplies	$54,265	$52,552	$69,860
Management	2	2	2
Custodians	25	26	28
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Square Feet of Bldgs.	487,195	487,195	487,195

PROGRAM REVIEW:

	82-83	83-84	84-85
Salaries/ADA	$58.24	$71.37	$82.65
Supplies/ADA	$ 6.20	$ 6.70	$ 8.85
Custodian/ADA	350	302	282
Salaries/Enrollment	$32.78	$40.41	$47.81
Supplies/Enrollment	$ 3.49	$ 3.80	$ 5.12
Custodian/Enrollment	623	532	487
Sq. Ft./Supplies	$.11	$.11	$.14
Sq. Ft./Custodian	19,488	19,488	17,400
** Avg. Nationwide/Cust.Sq.Ft.	16,841	17,950	18,163
** Avg. Calif./Cust. Sq. Ft.	18,446	18,200	17,612

* Includes salary, retirement and fringe benefits

** The nationwide average and California average square footage per custodian was taken from American Schools & Universities

"Comments and Recommendations" -- next page

COMMENTS:

There has been good acceptance by the students and staff in trying to put their trash in the many receptacles that have been placed around the campus. Due to having to clean many areas several times a day it was decided to proceed with the recommendation of last year and provide additional staffing, which has decreased our square footage per custodian.

The community use of facilities has also increased significantly this past year, which added to the custodial workload.

** This information is from the March 1986 issue, Vol. 58, No. 7 American Schools & Universities - 15th Annual Maintenance and Operations Cost Study.

RECOMMENDATIONS:

To begin a standardization program to have all custodians use the same supplies and equipment.

Thousands of square feet of carpet have been added and is requiring changes in procedures. New procedures should be developed to care for this investment.

PROGRAM REVIEW - GROUNDS FUNCTION Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
* Salaries	$274,613	$295,483	$355,903
Supplies	$38,521	$43,230	$51,356
Management	2	2	2
Groundsmen	13	13	13
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Acres	93	108	108

PROGRAM REVIEW:

	82-83	83-84	84-85
Salaries/ADA	$31.36	$37.69	$45.11
Supplies/ADA	$ 4.40	$ 5.51	$ 6.51
Groundsmen/ADA	674	603	607
Salaries/Enrollment	$17.65	$21.34	$26.10
Supplies/Enrollment	$ 2.48	$ 3.12	$ 3.77
Groundsmen/Enrollment	1,197	1,065	1,049
Salaries/Acre	$2,953	$2,736	$3,295
Supplies/Acre	$414	$400	$475
Groundsmen/Acre	7.15	8.31	8.31

* Includes salary, retirement and fringe benefits

"Comments and Recommendations" -- next page

PROGRAM REVIEW - GROUNDS FUNCTION Date: April 1, 1986

COMMENTS:

Many very nice comments from the staff and community have been given to the grounds crew this year (much deserved). The weekend program has given the additional boost that helps to make things look sharper. The plantings that were made three years ago are really taking hold and this has made the appearance of the grounds shine.

An on-going program to add planted areas where none existed is still going on with about three acres of newly planted shrubs and ground cover being added. This has added to the cost of supplies.

RECOMMENDATIONS:

The irrigation system around the upper tennis courts will need to be upgraded and repaired.

Continuation of planting of the banks is recommended.

An irrigation system should be installed around the Huntley Gym.

PROGRAM REVIEW - FACILITIES UTILIZATION Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
Utilities	$638,534	$614,056	$748,448
Telephones	$81,765	$56,871	$40,903
Total ADA	8,596	7,839	7,890
Total Enrollment	15,563	13,844	13,638
Total Employment	807	789	768
Square Feet of Bldgs.	487,195	487,195	487,195
Revenue from Facility Use	$23,113	$19,035	$27,294

PROGRAM REVIEW:

Utility Cost/ADA	$74.28	$81.46	$100.04
Utility Cost/Enrollment	$41.03	$46.12	$57.88
Utility Cost/Employee	$791.24	$778.27	$974.00
Utility Cost/Bldg. Sq. Ft.	$1.31	$1.26	$1.53

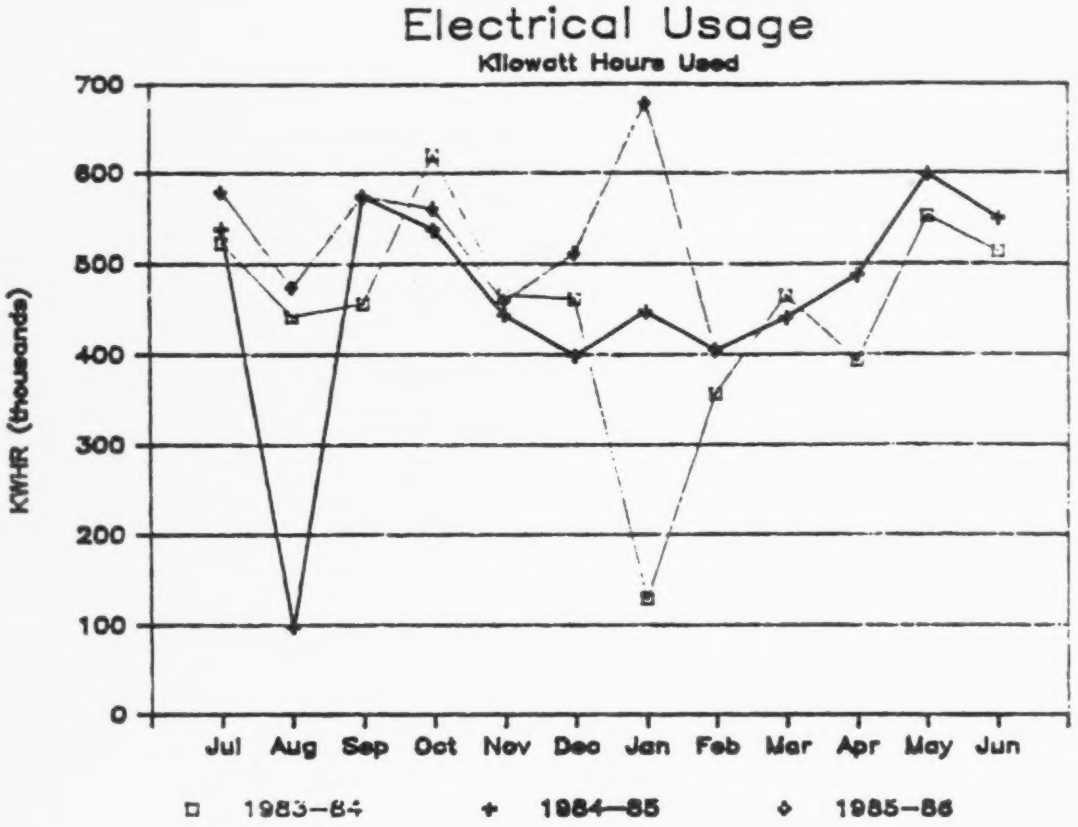
"Comments and Recommendations" -- next page

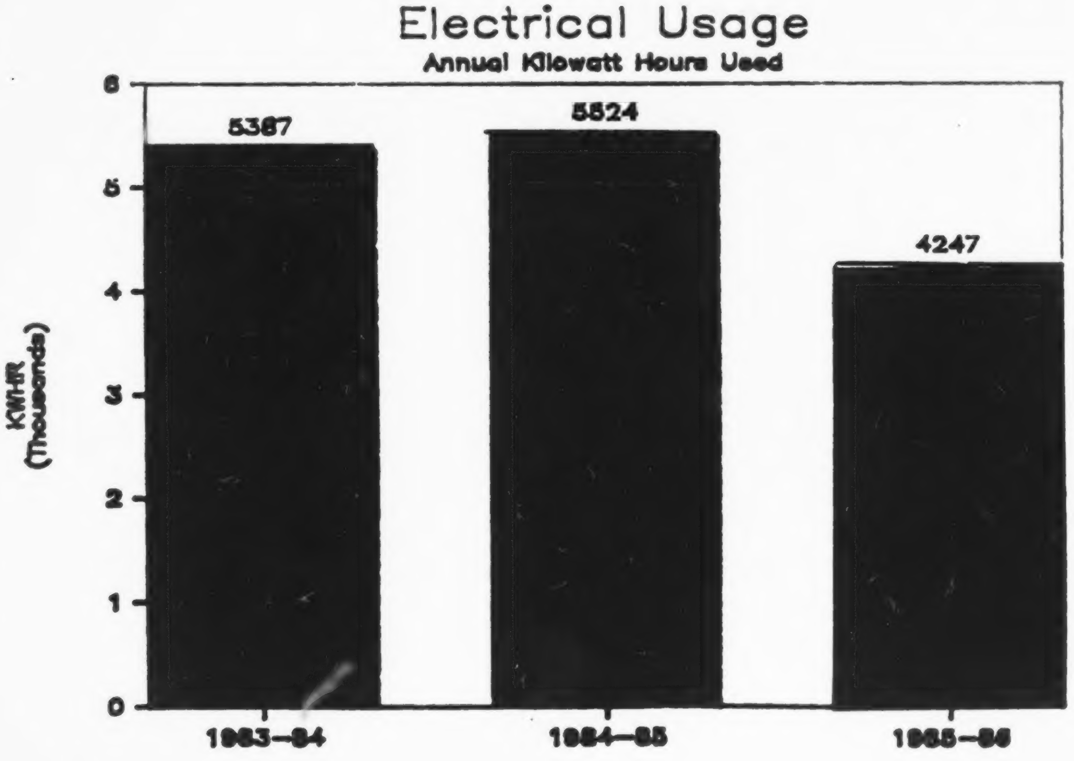
COMMENTS:

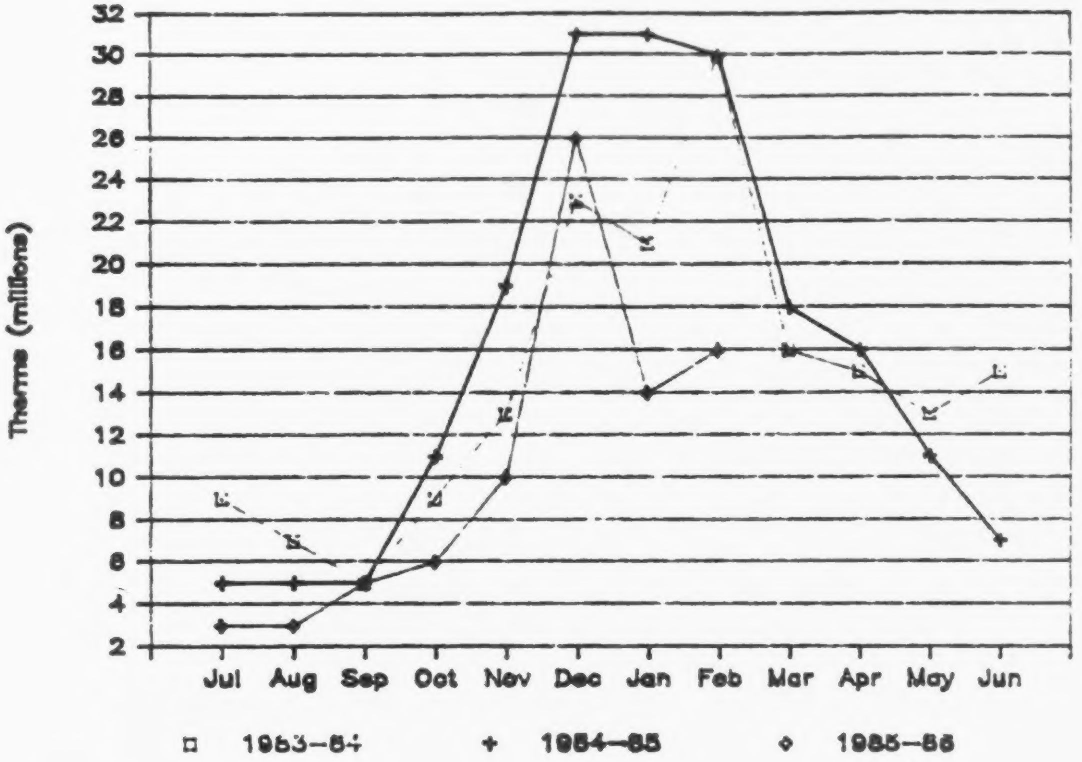
Rate increases for utilities continued for the 1984-85 school year as well as adding several hundred computers and increasing the air conditioning to handle this increased load. A hotter than usual summer caused our cost of utilities to increase. The community's use of our facilities has had a compounding effect each year and has pushed up the costs of running the plant. Energy conservation measures have not been able to make much of an improvement, in fact it appears that we are going backwards.

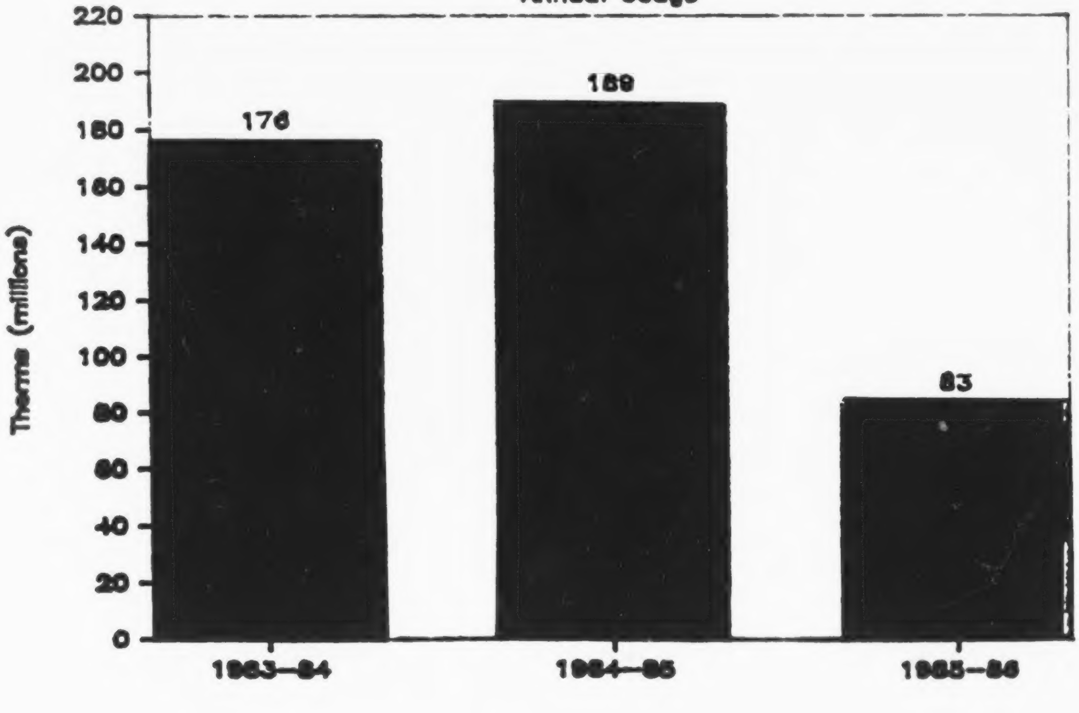
RECOMMENDATIONS:

The District should apply for a grant to put sensing devices in all classrooms and offices to turn lights off when not in use.


Electrical Usage
Kilowatt Hours Used
KWHR (thousands)
700
600
500
400
300
200
100
0
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
1983-84
1984-85
1985-86


Electrical Usage
Annual Kilowatt Hours Used
KWHR (Thousands)
6
5
4
3
2
1
0
5387
5524
4247
1983-84
1984-85
1985-86

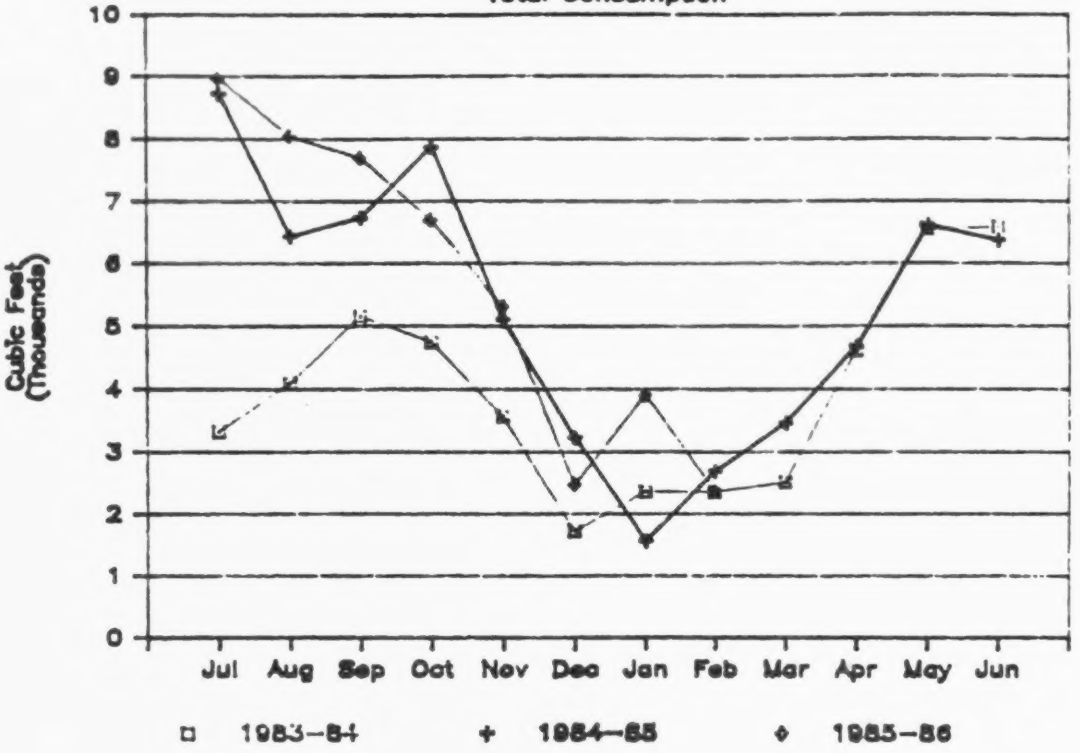

Natural Gas Usage


Natural Gas Usage

Annual Usage

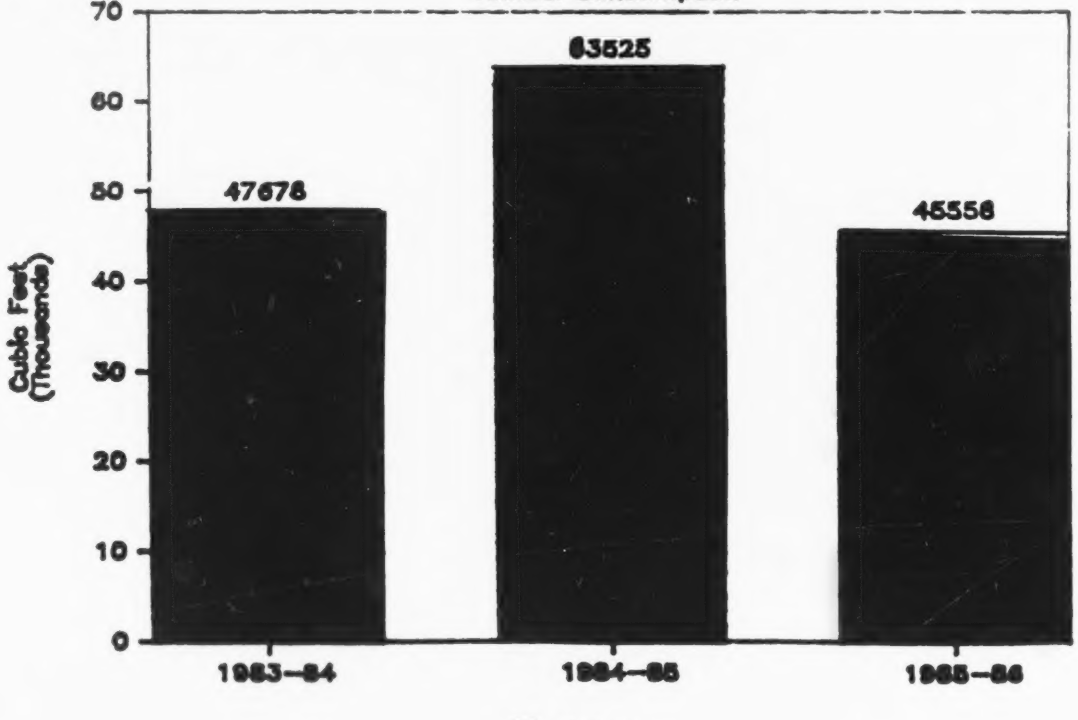
Water Consumption

Total Consumption



Water Consumption

Annual Consumption



PROGRAM REVIEW - SECURITY/PARKING - COLLEGE POLICE FUNCTION Date: April 1, 1986

DATA ELEMENTS:

	82-83	83-84	84-85
* Salaries	$196,044	$180,186	$197,587
Supplies	$23,984	$27,555	$37,089
Park.Permit Fees/Park.Fines	$210,923	$285,162	$316,005
Permits to Park Issued	10,412	18,111	20,180
Traffic Tickets Issued	3,831	7,457	4,535
Managers	2	2	2
Officers/Full & Part-time	4	6	6
FTE Officer	6	4	4
Public Service Calls	1,259	2,086	1,119
Escort Service Calls	1,222	1,305	1,525
Officer Turn-over %	33%	34%	34%
Money Transfer Calls	2,628	3,738	2,322
Total ADA	8,758	7,839	7,890
Total Enrollment	15,563	13,844	13,638

PROGRAM REVIEW:

Salaries/ADA	$22.38	$22.99	$25.04
Supplies/ADA	$2.14	$3.52	$4.70
ADA/FTE Officer	1,460	1,959	1,972
Salaries/Enrollment	$12.60	$13.02	$14.88
Supplies/Enrollment	$1.54	$1.99	$2.72
Enrollment/FTE Officer	2,594	2,307	2,273
Parking Permits/ADA	1.19	2.31	2.56
Parking Permits/Enrollment	.70	1.31	1.48

PROGRAM REVIEW: (Cont.)

	82-83	83-84	84-85
Public Service Calls/ADA	.14	.27	.14
Public Service Calls/Enroll.	.08	.15	.08
Escort Service Calls/ADA	.14	.17	.20
Escort Service Calls/Enroll.	.08	.09	.08

* Includes salary, retirement and fringe benefit

"Comments and Recommendations" -- next page

PROGRAM REVIEW - SECURITY/PARKING - COLLEGE POLICE FUNCTION Date: April 1, 1986

COMMENTS:

In comparing the operation cost of 1984-85 with that of 1982-83 you will see a more comparable set of figures. A cutback in the services for last year was restored. A sizable change was made in the revenue from fees and fines to go along with the increase in salaries. The escort service is still well received by the students.

RECOMMENDATIONS:

The age and continual use of the campus police vehicles will require replacing a vehicle at least each year.

Improvement in the utilization of student help is needed to make the program more effective.

Internal management controls need to be reviewed and upgraded, where necessary.

SECTION G

STUDENT SERVICES PROGRAM REVIEW

INTRODUCTION

Program review has become an annual process at Riverside City College. Since student service programs do not generate funding from state apportionment, the criteria used for review must differ from those applied to the instructional areas. Accordingly, each program has been reviewed on the basis of its year-to-year activity, as well as its comparative performance with other community colleges with similar characteristics and programs.

As in the past, four criteria have been included in this review. The criteria are:

1. An analysis of the program's budget per Average Daily Attendance (ADA) at Riverside City College as compared with the program's budget per ADA at eleven other community colleges. The inference is that, absent unusual circumstances, the Riverside City College cost per ADA should be no higher than the mid-point of the colleges survey.
2. An analysis of the ADA per Full-Time Equivalent (FTE) ratio for the program at Riverside City College as compared with the same ratio for programs at eleven other community colleges. The inference is that, absent unusual circumstances, the Riverside City College ratio should be no higher than the mid-point of the colleges surveyed.
3. An analysis of the yearly changes in the program's actual expenditures as compared to the current expense of education at Riverside City College. Absent justification, the program's cost should not show significant increases over the previous year.

4. An analysis of the yearly changes in the program's number of contacts per Full-Time Equivalent (FTE) of staff. The contacts per FTE of staff should be maintained or increase. In some instances, however, the contacts vary directly with the patterns of enrollment.

These criteria have been used in the review of the seven programs in student services. Based upon these criteria, one of the following status categories has been recommended for each program.

Category	Interpretation
1. Positive	The program is currently within guidelines for all criteria. It is a program which should continue in its present format and structure.
2. Caution	The program requires continued assessment in at least one of the four criteria used for review, or it needs to clearly define its objective and develop specific plans to achieve intended results.
3. Probation	The program has serious deficiencies in three or more of the criteria and must take immediate corrective action. Significant changes must be made for the program to continue.
4. Suspension	The program no longer has value at the college and should be suspended until such time as conditions may indicate a renewed need for this service.

The status recommendations for each program have been reviewed with the student services administrative staff. In the case of a recommendation of other than "positive," the faculty or staff who are directly affected participated in discussions for improvement.

12/19/85

ADMISSIONS AND RECORDS
(Program)

	80-81	81-82	82-83	83-84	84-85
Program's Actual Expenditures	294,833	327,343	321,220	289,773	311,461
% change over previous year	(-3%)	+11%	(-2%)	(-10%)	+7.5%
Current Expense of Education	14,138,394	16,063,338	15,559,415	15,722,312	17,446,018
Program budget percentages of expense of education	2%	2%	2%	1.8%	1.8%
FTE Staff	9.4	9.4	9.0	9.0	9.0
Student Contacts (Estimates)	96,373	100,267	96,566	87,336	84,925
Student Contacts/FTE	10,253	10,667	10,729	9,704	9,436
Total ADA with non-resident	8,640	8,711	8,758	7,846	7,890
Expenditures Per ADA	34.12	37.58	36.68	36.93	39.48
ADA/FTE of Staff	919	927	973	872	877
RCC rank in survey of 12 districts in cost of program/ADA				12/12	
RCC rank in survey of 12 districts in ADA/FTE of Staff				11/12	

Comments: The Admissions and Records program is a stable program which reflects yearly fluctuations in enrollment. It compares well with similar programs in other colleges, and no significant changes are expected this year. The methods of registration will be augmented by "mail-in" registration, but this should not increase student contacts.

Status Recommendation: Positive

10/85

ATHLETICS
(Program)

	80-81	81-82	82-83	83-84	84-85
Program's Actual Expenditures	318,415	340,121	358,953	341,606	352,696
% change over previous year	+8%	+7%	+6%	(-5%)	+3%
Current Expense of Education	14,138,394	16,063,338	15,559,415	15,722,312	17,446,018
Program budget percentages of expense of education	2.3%	2.1%	2.3%	2.2%	2.0%
FTE Staff	4.8	4.2	4.2	3.1	3.1
Student Contacts (Estimates)/Wk	2,961	3,050	3,055	2,510	2,740
Student Contacts/FTE/Wk	616	726	727	810	884
Total ADA with non-resident	8,640	8,711	8,758	7,846	7,890
Expenditures Per ADA	36.85	39.04	40.99	43.54	44.70
ADA/FTE of Staff	1,800	2,074	2,085	2,531	2,545
RCC rank in survey of 12 districts in cost of program/ADA				7/12	
RCC rank in survey of 12 districts in ADA/FTE of Staff				7/12	

Comments: The Tiger Backers and other outside sources provide much needed support for the Athletic program. Most sports showed an increase in the number of students participating.

Status Recommendation: Positive

10/85

COUNSELING
(Program)

	80-81	81-82	82-83	83-84	84-85
Program's Actual Expenditures	419,737	526,098	540,888	418,895	435,928
% change over previous year	+8%	+25%	+3%	(-23%)	+4.1%
Current Expense of Education	14,138,394	16,063,338	15,559,415	15,722,312	17,446,018
Program budget percentages of expense of education	3%	3.3%	3.5%	2.7%	2.5%
FTE Staff	7.8	9.5	9.5	9.25	10.00
Student Contacts (Estimates)	58,100	67,933	71,260	70,568	71,500
Student Contacts/FTE	7,449	7,150	7,501	7,629	7,136
Total ADA with non-resident	8,640	8,711	8,758	7,846	7,890
Expenditures Per ADA	48.58	60.39	61.76	53.39	55.25
ADA/FTE of Staff	1,108	917	922	848	787
RCC rank in survey of 12 districts in cost of program/ADA				12/12	
RCC rank in survey of 12 districts in ADA/FTE of Staff				11/12	

Comments: The Counseling Department is currently being restructured. The counseling staff has a major responsibility for the college objective of retention and recruitment. In addition, the counseling staff has sole responsibility for student orientation and assessment. High school visitation programs have been established. Efforts are being made to determine more effective ways of servicing students during the registration periods. The Career Center has been greatly enhanced with SIGI Plus. Finally, efforts are currently being made to evaluate quantitatively and qualitatively the effectiveness of the Counseling Department. Comments and statements from students, faculty and staff suggest that programmatic changes and staff efforts are improving perceptions of the program.

Status Recommendation: Positive

10/85

FINANCIAL AID/EOPS
(Program)

	80-81	81-82	82-83	83-84	84-85
Program's Actual Expenditures	147,119	216,905	225,738	244,142	211,213
% change over previous year	+6%	+47%	+4%	+8%	(-13.5%)
Current Expense of Education	14,138,394	16,063,338	15,559,415	15,722,312	17,446,018
Program budget percentages of expense of education	1%	1.3%	1.4%	1.5%	1.2%
FTE Staff	4.0	4.0	4.0	5.0	5.0
Student Contacts (Estimates)	3,500	4,500	5,000	*49,701	51,025
Student Contacts/FTE	875	1,125	1,250	9,940	10,205
Total ADA with non-resident	8,640	8,711	8,758	7,846	7,890
Expenditures Per ADA	17.02	24.90	25.78	31.12	26.77
ADA/FTE of Staff	2,160	2,178	2,190	1,569	1,578
RCC rank in survey of 12 districts in cost of program/ADA	N/A				
RCC rank in survey of 12 districts in ADA/FTE of Staff	9/12				

Comments: Fluctuation of the Financial Aid program continues with annual funding variation; however, the cost remains relatively stable when compared to the expense of education. Efficiency and effectiveness of current EOPS classified staff positions may be affected by recent legislation and program mandates but this is unknown at this time. No substantial changes are planned. Contacts include student and payroll checks, sign-in sheets, and telephone contacts.

Status Recommendation: Positive

10/85

HANDICAPPED
(Program)

	80-81	81-82	82-83	83-84	84-85
Program's Actual Expenditures	199,093	269,093	237,936	212,086	227,880
% change over previous year	+21%	+35%	(-12%)	(-11%)	+7.4%
Current Expense of Education	14,138,394	16,063,338	15,559,415	15,722,312	17,446,018
Program budget percentages of expense of education	1.4%	1.7%	1.5%	1.4%	1.3%
FTE Staff	7.8	9.5	9.5	9.6	8.3
Student Contacts (Estimates)	58,100	67,933	64,230	44,412	46,632
Student Contacts/FTE	7,449	7,150	6,761	4,426	5,618
Total ADA with non-resident	8,640	8,711	8,758	7,846	7,890
Expenditures Per ADA	23.04	30.89	27.17	27.03	28.88
ADA/FTE of Staff	1,108	917	922	817	951
RCC rank in survey of 12 districts in cost of program/ADA				3/12	
RCC rank in survey of 12 districts in ADA/FTE of Staff				5/12	

Comments: Costs data for Handicap Programs varies with state funding. Expenditures have decreased in the past two years, but so have student contacts. The overall program costs are relatively high compared with other colleges, but this is due to the substantial number of hearing impaired and learning disabled students we serve. Both groups are expensive to serve; however, the program continues to effectively serve its target group.

Status Recommendation: Positive

10/85

HEALTH SERVICES
(Program)

	80-81	81-82	82-83	83-84	84-85
Program's Actual Expenditures	69,982	84,345	107,892	103,889	94,137
% change over previous year	(-18%)	+21%	+28%	(-4%)	(-9.4%)
Current Expense of Education	14,138,394	16,063,338	15,559,415	15,722,312	17,446,018
Program budget percentages of expense of education	.05%	.05%	.07%	.07%	.05%
FTE Staff	1.0	1.0	1.0	1.0	1.0
Student Contacts (Estimates)	1,520	3,888	6,988	9,563	7,205
Student Contacts/FTE	1,520	3,888	6,988	9,563	7,205
Total ADA with non-resident	8,640	8,711	8,758	7,846	7,890
Expenditures Per ADA	8.10	9.68	12.32	13.24	11.93
ADA/FTE of Staff	8,640	8,711	8,758	7,846	7,890
RCC rank in survey of 12 districts in cost of program/ADA				11/12	
RCC rank in survey of 12 districts in ADA/FTE of Staff				11/12	

Comments: The health services continues to be financed by the District. There has been a decrease in the part-time call-in support staff and thus the availablity of staff to students which has resulted in the decreased contacts. The Health Services program continues to serve students and staff in valuable ways.

Status Recommendation: Positive

10/85

STUDENT ACTIVITIES
(Program)

	80-81	81-82	82-83	83-84	84-85
Program's Actual Expenditures	97,991	141,986	137,728	169,488	212,602
% change over previous year	(-3%)	+45%	(-3%)	+23%	+25%
Current Expense of Education	14,138,394	16,063,338	15,559,415	15,722,312	17,446,018
Program budget percentages of expense of education	.07%	.09%	.09%	1.1%	1.2%
FTE Staff	3.4	3.4	3.0	3.0	2.0
Student Contacts (Estimates)	450	500	500	*31,815	47,722
Student Contacts/FTE	225	250	600	10,605	23,861
Total ADA with non-resident	8,640	8,711	8,758	7,846	7,890
Expenditures Per ADA	11.34	16.30	15.73	21.60	26.95
ADA/FTE of Staff	2,542	2,562	2,919	2,615	3,945
RCC rank in survey of 12 districts in cost of program/ADA				4/12	
RCC rank in survey of 12 districts in ADA/FTE of Staff				8/12	

Comments: Student contacts continued to increase significantly this year. The revitalization of student government, the continued strengthening of the club system, and an increase in the number of types of activities are expected to further expand student contacts.

Status Recommendation: Positive

STUDENT SERVICES PROGRAM ANALYSIS OF TWELVE DISTRICTS

ADMISSIONS AND RECORDS
(Program)

COLLEGE	ADA (84-85)	BUDGET	F.T.E of STAFF	EXPENDITURES PER A.D.A.	RANK	ADA/FTE	RANK
CERRITOS	11,930	400,230	18	33.55	11	663	7
CITRUS	5,188	236,743	10	45.63	6	519	3
GOLDEN WEST	9,269	357,868	11	38.61	9	843	9
FULLERTON	10,127	577,189	14.5	56.99	2	698	8
GLENDALE	7,357	357,713	16.6	48.62	5	443	2
MT. SAN ANTONIO	13,220	540,812	15.5	40.91	8	853	10
PASADENA	13,511	579,780	22.5	42.91	7	600	5
RIO HONDO	7,138	380,953	11	53.37	3	649	6
RIVERSIDE	7,726	237,998	9	30.80	12	858	11
SADDLEBACK	12,580	798,598	22	63.48	1	572	4
SAN BERNARDINO	6,230	305,020	15.5	48.96	4	402	1
RANCHO SANTIAGO	15,196	520,000	15.7	34.22	10	968	12

10/85

STUDENT SERVICES PROGRAM ANALYSIS OF TWELVE DISTRICTS

ATHLETICS
(Program)

COLLEGE	ADA (84-85)	BUDGET	F.T.E of STAFF	EXPENDITURES PER A.D.A.	RANK	ADA/FTE	RANK
CERRITOS	11,930	520,433	5.50	43.62	3	2169	4
CITRUS	5,188	253,691	1.30	48.90	2	3990	10
GOLDEN WEST	9,269	803,000	10.00	86.63	1	927	2
FULLERTON	10,127	364,000	2.80	35.94	4	3617	9
GLENDALE	7,357		No Data Available				
MT. SAN ANTONIO	13,220	412,386	14.60	31.19	6	905	1
PASADENA	13,511	254,000	3.10	18.80	11	4358	11
RIO HONDO	7,138	238,400	3.22	33.40	5	2217	5
RIVERSIDE	7,726	229,488	3.10	29.70	7	2492	7
SADDLEBACK	12,580	306,050	4.16	24.32	9	3024	8
SAN BERNARDINO	6,230	148,277	6.57	23.80	10	948	3
RANCHO SANTIAGO	15,196	433,278	6.80	28.51	8	2235	6

10/85

STUDENT SERVICES PROGRAM ANALYSIS OF TWELVE DISTRICTS

COUNSELING
(Program)

COLLEGE	ADA (84-85)	BUDGET	F.T.E of STAFF	EXPENDITURES PER A.D.A.	RANK	ADA/FTE	RANK
CERRITOS	11,930	984,442	22.00	82.51	3	542	4
CITRUS	5,188	500,000	10.00	96.37	2	519	3
GOLDEN WEST	9,269	581,893	13.00	62.77	6	713	9
FULLERTON	10,127	1,185,851	23.10	117.09	1	438	1
GLENDALE	7,357	555,113	12.00	75.45	4	613	7
MT. SAN ANTONIO	13,220	766,936	17.75	58.01	8	745	10
PASADENA	13,511	849,636	23.50	62.88	5	575	5
RIO HONDO	7,138	445,659	11.00	62.43	7	649	8
RIVERSIDE	7,726	335,509	10.02	43.42	12	771	11
SADDLEBACK	12,580	656,092	11.50	52.15	10	1094	12
SAN BERNARDINO	6,230	353,009	10.58	56.66	9	589	6
RANCHO SANTIAGO	15,196	765,000	29.70	50.34	11	512	2

10/85

STUDENT SERVICES PROGRAM ANALYSIS OF TWELVE DISTRICTS

FINANCIAL AID/EOPS
(Program)

COLLEGE	ADA (84-85)	BUDGET	F.T.E of STAFF	STUDENTS IN PROGRAM	FTE/STUD	ADA/FTE	RANK
CERRITOS	11,930	*	9	1,655	184	1,326	7
CITRUS	5,188	*	4.5	1,100	244	1,153	5
GOLDEN WEST	9,269	*	5	1,600	320	1,854	11
FULLERTON	10,127	*	7	2,350	336	1,447	8
GLENDALE	7,357	*	6.5	2,200	338	1,132	4
MT. SAN ANTONIO	13,220	*	11	2,700	245	1,202	6
PASADENA	13,511	*	14	3,500	250	965	2
RIO HONDO	7,138	*	7	1,600	229	1,020	3
RIVERSIDE	7,726	*	5	2,000	400	1,545	9
SADDLEBACK	12,580	*	7	1,500	214	1,797	10
SAN BERNARDINO	6,230	*	7	2,000	286	890	1
RANCHO SANTIAGO	15,196	*	7	1,700	243	2,171	12

*Budget data from all responding colleges varied so much that no reasonable inferences were possible. An effort will be made to gather more consistent cost data as the year progresses.

10/85

STUDENT SERVICES PROGRAM ANALYSIS OF TWELVE DISTRICTS

HANDICAPPED
(Program)

COLLEGE	ADA (84-85)	BUDGET	F.T.E of STAFF	EXPENDITURES PER A.D.A.	RANK	ADA/FTE	RANK
CERRITOS	11,930	284,895	16.4	23.88	4	727	3
CITRUS	5,188	122,831	3.5	23.68	5	1482	9
GOLDEN WEST	9,269	209,961	6.5	22.65	6	1426	8
FULLERTON	10,127	196,000	5.0	19.35	8	2025	11
GLENDALE	7,357	142,292	8.0	19.34	9	920	4
MT. SAN ANTONIO	13,220	212,359	10.0	16.06	12	1322	7
PASADENA	13,511	266,747	6.3	19.74	7	2145	12
RIO HONDO	7,138	115,731	4.5	16.21	11	1586	10
RIVERSIDE	7,726	190,133	8.3	24.61	3	931	5
SADDLEBACK	12,580	207,281	11.0	16.48	10	1144	6
SAN BERNARDINO	6,230	273,617	11.0	43.92	1	566	1
RANCHO SANTIAGO	15,196	385,909	20.5	25.40	2	741	2

10/85

STUDENT SERVICES PROGRAM ANALYSIS OF TWELVE DISTRICTS

HEALTH SERVICES
(Program)

COLLEGE	ADA (84-85)	BUDGET	F.T.E of STAFF	EXPENDITURES PER A.D.A.	RANK	ADA/FTE	RANK
CERRITOS	11,930	48,305	2	4.04	12	5965	12
CITRUS	5,188	100,000	2	19.27	6	2594	7
GOLDEN WEST	9,269	217,000	4.3	23.41	5	2156	5
FULLERTON	10,127	255,000	6.75	25.18	3	1500	2
GLENDALE	7,357	204,255	4.75	27.76	1	1549	3
MT. SAN ANTONIO	13,220	315,000	7.25	23.82	4	1823	4
PASADENA	13,511	223,128	4.28	16.51	9	3157	8
RIO HONDO	7,138	195,000	5.05	27.31	2	1413	1
RIVERSIDE	7,726	106,440	1	13.77	11	7726	11
SADDLEBACK	12,580	224,000	3.75	17.80	7	3355	9
SAN BERNARDINO	6,230	109,000	2.45	17.49	8	2543	6
RANCHO SANTIAGO	15,196	230,000	4.33	15.13	10	3509	10

10/85

STUDENT SERVICES PROGRAM ANALYSIS OF TWELVE DISTRICTS

STUDENT ACTIVITIES
(Program)

COLLEGE	ADA (84-85)	BUDGET	F.T.E of STAFF	EXPENDITURES PER A.D.A.	RANK	ADA/FTE	RANK
CERRITOS	11,930	548,266	4	45,96	2	2983	6
CITRUS	5,188	276,736	5	53.34	1	1038	1
GOLDEN WEST	9,269	225,000	2	24.27	9	4635	9
FULLERTON	10,127	262,000	4	25.87	8	2532	5
GLENDALE	7,357	94,000	.9	12.78	10	8174	10
MT. SAN ANTONIO	13,220	365,669	5.5	27.66	6	2404	4
PASADENA	13,511	134,896	4.42	9.98	12	3057	7
RIO HONDO	7,138	196,935	3	27.59	5	2379	3
RIVERSIDE	7,726	256,989	2	33.26	4	3863	8
SADDLEBACK	12,580	330,895	1.5	26.30	7	8387	11
SAN BERNARDINO	6,230	234,195	3	37.59	3	2077	2
RANCHO SANTIAGO	15,196	191,000	1.4	12.56	11	10854	12

10/85

BOOKSTORE
(Program)

		INDUSTRY STANDARD	82-83	83-84	84-85	* 85-86
GROSS INCOME		N/A	1,476,815	1,595,482	1,740,338	1,885,194
NET INCOME		N/A	1,389,193	1,502,434	1,618,915	1,735,396
COST OF GOODS	% $	72%-77%	75.2% 1,044,410	73.5% 1,104,042	73.8% 1,196,178	73.8% 1,288,314
DIRECT SALARIES/BENEFITS		See Total Salaries	103,465	125,359	8.6% 138,867	152,375
INDIRECT SALARIES/BENEFITS		See Total Salaries	24,940	24,993	1.6% 26,511	28,029
STUDENT EMPLOYEE SALARIES		See Total Salaries	31,110	28,163	24,410	20,657
TOTAL SALARIES	% $	15% 8	11.4% 159,515	11.9% 178,515	11.7% 189,787	11.7% 203,049
OTHER EXPENSES	% $	2%-3% $	3.2% 45,703	2.1% 32,562	1.5% 24,722	1.5% 26,030
TOTAL EXPENSES	% $	16%-17% $	14.6% 205,218	14.0% 211,077	13.2% 214,510	13.2% 229,072
GROSS MARGIN OF PROFIT	% $	23%-27% $	24.8% 344,783	26.5% 398,391	26.1% 422,737	26.1% 452,938
NET MARGIN OF PROFIT	%	3%-10%	10%	13.6%	11.9%	11.9%
NET PROFIT	$	See Margin of Profit	139,565	204,814	192,710	206,512

Comments: The bookstore continues to provide the necessary profit to allow for future expansion and much needed support for various campus programs. The operation continues to be stable and profitable while providing excellent service.

Status Recommendation: Positiv

10/85

FOOD SERVICES
(Program)

	INDUSTRY STANDARD	82-83	83-84	84-85	* 85-86
GROSS INCOME	98%-100%				
NET INCOME	100%	100% 874,152	100% 1,021,574	100% 1,080,205	
COST OF GOODS	35%-50%	43% 373,373	(41%) 414,878	45% 484,508	
GROSS MARGIN OF PROFIT	50%-65%	57% 500,779	59% 606,696	55% 579,390	
DIRECT SALARIES/BENEFITS	23%-30%	31% 269,263	30% 304,655	33% 351,022	
INDIRECT SALARIES/BENEFITS	2%-4%	5% 41,606	4% 40,833	5% 50,813	
STUDENT EMPLOYEE SALARIES	5%-10%	8% 69,401	7% 74,720	7% 80,489	
TOTAL SALARIES	30%-44%	44% 380,270	41% 420,208	45% 482,324	
OTHER EXPENSES	5%-18%	11% 97,817	13% 132,137	19% 203,793	
TOTAL EXPENSES	97%-99%	97% 851,460	95% 967,223	108% 1,170,025	
NET MARGIN OF PROFIT	See Net Profit				
NET PROFIT	1%-3%	3% 22,692	5% 54,351	(8%) (90,420)	

Comments: The cafeteria and vending operations did not post a profit this year. While discounts accounted for some loss of profit, there still is a cause for concern. The food service management and staff need to focus greater attention on staff training, cleanliness, inventory control, menu and security.

Status Recommendation: Caution

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

BASEBALL
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	30	28	22	25	27
PARTICIPANTS	14	24	21	25	26
WSCH	300	280	220	250	260
ADA GENERATED	9.11	8.5	6.68	7.6	7.89
APPORTIONMENT INCOME	$15,477	$15,542	$11,917	$15,663	$16,576.89
COST OF REASSIGNED TIME	$ 8,204	$ 7,686	$ 7,686	0	$ 3,830.85
TOTAL EXPENDITURES	$18,293	$14,807	$15,568	$ 8,804	$15,961.34
INCOME - EXPENDITURES	-$ 2,816	+$ 735	-$ 3,651	+$ 6,859	+$ 615.55
COST/ADA	$ 2,008	$ 1,742	$ 2,330	$ 1,158	$2,022.98

Comments: Efforts have been made to increase the number of participants to 30. With 27 participants, we are moving closer to this goal. Expenditures increased due to the cost of reassigned time. The program continues to generate excess income over expenditures while remaining competitive in the Inland Valley Conference.

Status Recommendation: Positive

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

BASKETBALL - MEN
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	37	34	33	21	26
PARTICIPANTS	14	14	12	16	21
WSCH	370	340	330	185	230
ADA GENERATED	11.23	10.32	10.02	5.6	7.4
APPORTIONMENT INCOME	$19,079	$18,873	$17,875	$11,541	$14,664.98
COST OF REASSIGNED TIME	$26,473	$27,934	$22,697	$ 8,666	$ 5,181
TOTAL EXPENDITURES	$31,503	$38,218	$35,795	$19,738	$18,482.09
INCOME - EXPENDITURES	-$12,424	-$19,345	-$17,920	-$ 8,197	-$3,817.11
COST/ADA	$ 2,805	$ 3,703	$ 1,788	$ 2,060	$2,497.57

Comments: The number of participants increased significantly this year over 1983-84. Total expenditures were reduced this year. Efforts to carry a larger squad will continue.

Status Recommendation: Positive

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

BASKETBALL - WOMEN
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	14	16	13	11	16
PARTICIPANTS	10	13	13	10	13
WSCH	140	160	130	105	150
ADA GENERATED	4.25	4.85	3.95	3.5	4.55
APPORTIONMENT INCOME	$ 7,220	$ 8,865	$ 7,046	$ 7,213	$ 9,559.55
COST OF REASSIGNED TIME	$ 7,145	$ 5,317	$ 5,195	$ 5,183	$ 4,346.40
TOTAL EXPENDITURES	$ 8,427	$ 7,521	$10,880	$11,480	$ 9,898.48
INCOME - EXPENDITURES	-$ 1,207	+$ 1,344	-$ 3,834	-$ 4,267	-$ 338.93
COST/ADA	$ 1,982	$ 1,550	$ 2,754	$ 3,280	$2,175.48

Comments: The number of students enrolled and participating showed an increease. There was a significant reduction of total expenditure. The program continues to be very competitive in the Inland Valley Conference.

Status Recommendation: Positive

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

CROSS COUNTRY - MEN AND WOMEN
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	22	15	28	43	25
PARTICIPANTS	19	15	27	36	19
WSCH	220	150	280	400	220
ADA GENERATED	6.68	4.55	8.50	12	6.68
APPORTIONMENT INCOME	$11,339	$ 8,317	$15,164	$24,732	$14,034.68
COST OF REASSIGNED TIME	$ 5,346	$ 6,968	$ 4,554	$ 5,261	$ 5,058
TOTAL EXPENDITURES	$ 6,616	$ 8,262	$ 7,646	$ 8,186	$ 8,133.48
INCOME - EXPENDITURES	+$ 4,733	+$ 55	+$ 7,518	+$16,546	+$5,901.20
COST/ADA	$ 990	$ 1,815	+$ 899	$ 682	$ 1,217.58

Comments: This program continues to be very cost effective. Attention must be given to maintaining a higher number of students enrolled. The team did well in the Inland Valley Conference.

Status Recommendation: Positive

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

FOOTBALL
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	73	83	76	75	80
PARTICIPANTS	69	74	70	67	72
WSCH	730	830	760	750	760
ADA GENERATED	22.16	25.20	23.08	21.56	23.07
APPORTIONMENT INCOME	$37,662	$46,073	$41,174	$44,435	$48,470
COST OF REASSIGNED TIME	$34,711	$41,482	$23,974	$22,178	$ 9,456.00
TOTAL EXPENDITURES	$57,695	$71,926	$59,183	$52,157	$51,518.40
INCOME - EXPENDITURES	-$20,033	-$25,853	-$18,009	-$ 7,722	-$3,048.00
COST/ADA	$ 2,603	$ 2,854	$ 2,564	$ 2,419	$ 2,233.13

Comments: The number of students enrolled increased. The cost of reassigned time was reduced thus reducing the total expenditures for the program. The program was very successful and was invited to participate in a post season game.

Status Recommendation: Positive

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

GOLF
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	9	9	15	14	14
PARTICIPANTS	7	8	14	13	13
WSCH	90	90	150	135	130
ADA GENERATED	2.73	2.73	4.56	4.1	3.94
APPORTIONMENT INCOME	$ 4,643	$ 4,990	$ 8,135	$ 8,450	$ 8,277.94
COST OF REASSIGNED TIME	$ 7,190	$ 4,639	$ 7,406	$ 7,654	(
TOTAL EXPENDITURES	$ 8,724	$ 6,234	$10,910	$11,367	$ 5,543.28
INCOME - EXPENDITURES	-$ 4,081	-$ 1,244	-$ 2,775	-$ 2,917	+$2,734.66
COST/ADA	$ 3,195	$ 2,283	$ 2,392	$ 2,772	$ 1,406.92

Comments: The level of particpation remains high. There was no cost of reassigned time this year so the total expenditures for the program were significantly reduced. The team is competitive in theInland Valley Conference.

Status Recommendation: Positiv

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

SOFTBALL
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	9	11	21	19	25
PARTICIPANTS	11	10	19	18	18
WSCH	90	110	210	185	210
ADA GENERATED	2.73	3.34	6.38	5.6	7.28
APPORTIONMENT INCOME	$ 4,643	$ 6,106	$11,381	$11,541	$15,295.28
COST OF REASSIGNED TIME	$ 8,033	$ 6,159	$ 7,172	$7,299	$ 5,181.75
TOTAL EXPENDITURES	$10,107	$ 8,068	$12,180	$11,199	$10,229.25
INCOME - EXPENDITURES	-$ 5,464	-$ 1,962	-$ 799	+$ 342	+$5,066.03
COST/ADA	$ 3,702	$ 2,415	$ 1,909	$ 1,060	$ 1,405.11

Comments: The level of participation is up. The team won the conference championship. The cost of reassigned time and total expenditures were reduced. The program became more cost effective this year.

Status Recommendation: Positive

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

SWIMMING, MEN AND WOMEN
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	27	27	18		
PARTICIPANTS	22	24	17		
WSCH	270	270	190		
ADA GENERATED	8.19	8.19	5.77		
APPORTIONMENT INCOME	$13,930	$14,971	$10,293		
COST OF REASSIGNED TIME	$12,268	$ 9,759	$ 6,809		
TOTAL EXPENDITURES	$16,503	$12,545	$11,693		
INCOME - EXPENDITURES	-$ 2,513	+$ 2,426	-$ 1,400		
COST/ADA	$ 2,015	$ 1,531	$ 1,783		

Comments: With the formation of a new conference in 1986, it may be feasible to consider the reinstatement of a water sports program. Plans are underway to review the ramifications of such a decision.

Status Recommendation: Suspended in 1983.

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

SWIMMING, MEN AND WOMEN
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	27	27	18		
PARTICIPANTS	22	24	17		
WSCH	270	270	190		
ADA GENERATED	8.19	8.19	5.77		
APPORTIONMENT INCOME	$13,930	$14,971	$10,293		
COST OF REASSIGNED TIME	$12,268	$ 9,759	$ 6,809		
TOTAL EXPENDITURES	$16,503	$12,545	$11,693		
INCOME - EXPENDITURES	-$ 2,513	+$ 2,426	-$ 1,400		
COST/ADA	$ 2,015	$ 1,531	$ 1,783		

Comments: With the formation of a new conference in 1986, it may be feasible to consider the reinstatement of a water sports program. Plans are underway to review the ramifications of such a decision.

Status Recommendation: Suspended in 1983.

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

TENNIS - MEN
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	12	8	9	11	15
PARTICIPANTS	8	8	8	9	15
WSCH	120	80	90	100	150
ADA GENERATED	3.64	2.42	2.73	3	4.55
APPORTIONMENT INCOME	$ 6,191	$ 4,440	$ 4,870	$ 6,183	$ 9,559.55
COST OF REASSIGNED TIME	$ 9,445	$10,447	$ 6,303	$ 7,550	$ 4,020
TOTAL EXPENDITURES	$11,307	$14,831	$ 9,571	$10,973	$ 8,510.64
INCOME - EXPENDITURES	-$ 5,116	-$10,391	-$ 4,701	-$ 4,790	+$1,048.91
COST/ADA	$ 3,106	$ 6,128	$ 3,505	$ 3,657	$ 1,870.47

Comments: The participation was up this year. The team remained competitive in the Inland Valley Conference. This increase, couped with a reduction of expenditures, made this program much more effective.

Status Recommendation: Positive

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

TENNIS - WOMEN
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	6	9	10	12	8
PARTICIPANTS	8	8	10	11	8
WSCH	60	90	100	115	180
ADA GENERATED	1.8	2.7	3.4	3.5	2.42
APPORTIONMENT INCOME	$ 3,095	$ 4,995	$ 5,423	$ 7,213	$5,084.42
COST OF REASSIGNED TIME	$ 6,235	$ 3,452	$ 7,720	$ 7,550	$2,797.00
TOTAL EXPENDITURES	$ 7,883	$ 4,614	$12,033	$10,911	$7,191.30
INCOME - EXPENDITURES	-$ 4,788	+$ 381	-$ 4,768	-$ 3,698	-$2,106.88
COST/ADA	$ 4,379	$ 1,708	$ 3,539	$ 3,117	$ 2,971

Comments: Participation continues to decrease. Even though expenditures were recduced, the program has yet to realize its optional student participation level.

Status Recommendation: Caution

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

TRACK
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	38	41	54	40	36
PARTICIPANTS	36	36	41	34	26
WSCH	380	410	480	370	310
ADA GENERATED	11.53	12.45	14.58	11.2	9.41
APPORTIONMENT INCOME	$19,605	$22,758	$26,010	$23,083	$19,770.41
COST OF REASSIGNED TIME	$ 9,239	$10,447	$ 6,848	$ 7,000	$ 5,889.
TOTAL EXPENDITURES	$12,760	$14,831	$15,062	$14,336	$14,993.46
INCOME - EXPENDITURES	+$ 6,845	+$ 7,927	+$10,948	+$ 8,747	+$4,776.95
COST/ADA	$ 1,106	$ 1,191	$ 1,033	$ 1,280	$ 1,576.59

Comments: The number of participants continues to decline. Attention needs to be given to increasing the number of participants for both the men's and women's program. It is essential that recruitment efforts be increased, and that the program be clearly established.

Status Recommendation: Caution

10/85

ANALYSIS OF RIVERSIDE CITY COLLEGE ATHLETICS

VOLLEYBALL
(Sport)

	80-81	81-82	82-83	83-84	84-85
STUDENTS ENROLLED	14	11	9	12	16
PARTICIPANTS	12	11	7	12	11
WSCH	140	110	90	120	140
ADA GENERATED	4.25	3.34	2.73	3.64	4.25
APPORTIONMENT INCOME	$ 7,220	$ 6,106	$ 4,870	$ 7,502	$ 8,929.25
COST OF REASSIGNED TIME	$ 6,168	$ 7,610	$ 5,818	$ 5,876	$ 5,692.95
TOTAL EXPENDITURES	$ 8,060	$ 9,901	$ 9,154	$ 8,888	$ 9,436.77
INCOME - EXPENDITURES	-$ 840	-$ 3,795	-$ 4,284	-$ 3,012	-$ 501.52
COST/ADA	$ 1,896	$ 2,964	$ 3,353	$ 2,568	$2,220.41

Comments: The number of students enrolled increased, and the rate of participation remained stable. This factor made the volleyball program much more cost effective. The staffing structure for the program needs to be reviewed. The team continues to be competitive in the Inland Valley Conference.

Status Recommendation: Positive

10/85

SECTION H

ACCREDITATION COMMITTEE REPORT

TO: Dr. Charles Kane DATE: February 12, 1986

FROM: Frank W. Budd and Jim Morrison

SUBJECT: Accreditation Committee Report

Shortly after the College's accreditation team visit in October, 1983, all plans included in the Self-Study, as well as the visiting team's recommendations, were assigned to a cabinet level manager. The attached material provides a status report on the progress of the plans and recommendations.

Part I includes the visiting team's recommendations and the manager's status report, and Part II contains responses to the plans which were stated in the Self-Study. The format of the report follows the assignments by management area.

In general, the team recommendations and college plans have received serious attention. In some cases, accomplishments are clear. In others, the process is on-going and it is not possible to identify an ending point with a specific product.

Each vice president and the business manager have received copies of this report and should continue to work toward the full accomplishment of the tasks in their area.

FWB:jc

PART I

COLLEGE RESPONSES TO ACCREDITATION TEAM RECOMMENDATIONS

ACCREDITATION TEAM RECOMMENDATIONS

STANDARD 1B (VAIL)

Recommendation
It is recommended that the college consider conducting additional research to determine more specifically what the educational needs of that population might be and use that data to plan future goals and objectives.

Response
The term "that population," used in the recommendation is difficult to interpret. "That" refers to something, obviously, but what? It could refer to the current student population, the city's population, the district's, the state's, the nation's or the world's. The assumption is made that "that" refers to the population within the district.

During the 1984-85 academic year, the college conducted a job needs analysis in the Jurupa area (Rubidoux, Pedley, Mira Loma, Glen Avon, Sunnyslope, and Belltown). The Jurupa area has next to the lowest participation rate of our six feeder school districts. These are the objectives of the Jurupa Project:

1. Assess the job training and educational needs of the residents.

2. Discover what are the perceived needs and barriers to education and employment.

3. Find out where the residents work and who their employers are.

4. Interview employers (present and future) to find out what job skills they are needing now and will be looking for in the future.

5. Do an inventory of present training facilities (including RCC) to see if both the workers' and employers' needs can be satisfied and/or what additional skills need to be added to curriculums.

6. Ascertain why the unskilled or underskilled do not avail themselves of existing training providers.

7. Determine if additional facilities are necessary (for example, child care or specific training).

8. Summarize findings and share.

For 1985-86, we plan to do similar assessments of the educational needs of the residents of Moreno Valley and Corona-Norco.

STANDARD 1C (VAIL)

Recommendation
It is recommended that the college consider implementation of a systematic process of involvement of faculty and staff in their plan for reviewing and developing the goals and objectives of the college.

Response
During the spring of 1984, the Superintendent/President gave birth to the President's Strategic Planning Advisory Committee (PSPAC I). This committee, consisting of 58 members from faculty, management and staff, met for three-hour periods on Friday afternoons. During the week, six smaller segments of PSPAC, called CAN Groups, met for an hour or so to exchange views on the current topic. The CAN Group leaders came together with the President on Thursdays to share the thinking of their groups and help plan the next day's agenda. In the spring of 1985, a similar group (PSPAC II) with 62 members was formed to basically review the actions of PSPAC I and wrestle with the same questions: "Who are we?," "What's our purpose?," "Why do we exist?," "What do we do better than others?" and "What is our business?"

The groups studied three businesses (Saturday Evening Post, L.L. Bean and Great American Knitting Mills -- Gold Toe Socks) and the Product Life Cycle concept before getting into the history of our college. Other reading assignments included George Keller's Academic Strategy, John Naisbitt's Megatrends, John Gardner's Self-Renewal and Getting to Yes by Roger Fisher and William Ury as well as some local demographic institutional research.

The concrete results were statements about our business, vision and values. In addition, PSPAC I and II had heavy input on the College Objectives established for the ensuing academic years. Peripheral outcomes were esprit de corps among the committee members, an appreciation of the function of the many different segments of staff making up the college family and a feeling of making a contribution to the decisions affecting the future of our District.

In addition to PSPAC I and II, the College Objectives have had wider involvement of faculty. Since 1983-84, we have developed area, division/-program and department objectives. All are related to meeting our 8-10 college objectives and each objective has the name of the person responsible and a date when it is to be accomplished. These are posted on a large wall chart and checked on periodically.

No other community college that I can think of has involved such a high percentage of faculty and staff in the decision-making process of determining the direction of a college and how to get there.

STANDARD 2A (MAAS)

Recommendation
It is recommended that the college consider increasing its efforts to involve the faculty in TV course selection and in the course equating process.

Response
A television committee, chaired by the Dean of Behavioral and Social Sciences, continues to monitor courses to assure similarity of requirements in multiple section courses. Twelve courses are to be offered in the spring semester of 1986.

STANDARD 2B (MAAS)

Recommendation
It is recommended that the college follow up on its efforts to write an official educational master plan.

Response
Writing of the official educational master plan is in progress and is due for completion by April 1, 1986.

STANDARD 2C (MAAS/MATULICH)

Recommendation
It is recommended that the college evaluate its new plan and process for evaluating part-time instructors after it has been used for a reasonable time.

Response
An evaluation plan for part-time faculty has been developed and is an on-going effort.

STANDARD 2E (MAAS)

Recommendation
It is recommended that the college consider a further study involving faculty, students, and administrators in an effort to establish meaningful guidelines in the grading process.

Response
An on-going effort to create awareness of grade inflation for full-time and part-time faculty is made at the division and department levels. Through regular discussions in division and department meetings.

STANDARD 3B (MAAS)

Recommendation
It is recommended that the college reaffirm its commitment to professional growth and when funding becomes more adequate consider increasing the allotment for professional activities.

Response
The Sabbatical Leave Policy has been reviewed and is working. The college does not plan to alter or to increase the conference budget. The mechanics of distributing funds for conferences will be altered to allow divisions more flexibility in disbursement. Faculty will then be able to request full funding of conferences in alternate fiscal years.

STANDARD 4A (BUDD)

Recommendation
It is recommended that the ASB be given more opportunity to learn, practice, and appreciate the responsibility of operating a student organization including development of budget and allocation of funds.

Response
In early fall, 1984, it was apparent that interest in the student government and Associated Students activity was practically non-existent. Consequently, elections were suspended, and a student, faculty and administrative task force was appointed by the College President. The College's student structure was reviewed and assessed, open forums were held, student surveys were taken, other community colleges were visited, and a formal report detailing ways of improving student involvement was submitted to the College President and the Board of Trustees.

As a result of the Task Force Report, elections were held, and a student Constitutional Convention convened. A revised Constitution was drafted and adopted by the student body.

The 1985-86 ASRCC budget was developed by student representatives subsequent to meetings held with college staff, students and faculty regarding requests and needs.

Fall semester, 1985, elections reflected resurgence of interest in student government and student involvement. The revised Constitution provided for an executive, legislative and judicial branch of government. Participation increased substantially, and communication channels were established to provide opportunity for student involvement. As a part of this renewed interest, student finance committee officers have become more involved in the administration of the budget developed in the previous spring and summer.

Recommendation
It is recommended that further consideration be given to changing its name to one that more closely reflect its true function (College Bank).

Response
The recommendation to change the College Bank's title has been given consideration. However, the functions provided by this office are compatible with the college's view of the function of a college bank. Therefore, there is no plan to change the name.

STANDARD 5D (MAAS)

Recommendation
It is recommended that the college give further publicity to their purpose for this facility (Child Development Center).

Response
The program of the Early Childhood Laboratory (formerly Child Development Center) is in continuing review based on state regulations, community advisory groups, and training needs of students. Assessment is currently underway to determine the need for evening programs for students and campus employee day care. A joint effort with Riverside Community Hospital is under consideration. Publicity of the Laboratory and its objectives have been addressed through a name change for the program, student organizations, and on campus polls and newsletter articles.

STANDARD 6A (BUDD)

Recommendation
It is recommended that when evaluating the assessment program as it develops that consideration be given to making enrollment mandatory for those with low scores on the assessment test. (ASSET)

Response
The College's Matriculation Committee has, since 1983, worked to develop a uniform standard for students taking the ASSET test. Beginning in fall, 1985 students with ASSET scores below the minimum range in reading will be required to enroll in developmental courses prior to or concurrent with other college level courses. There are plans to implement additional prescriptive measures for spring, 1986 and fall, 1986. An important consideration in mandatory placement is whether or not such requirements are effective in improving students' performance. This is something that needs to be monitored closely in the next few years.

STANDARD 7A (MAAS)

Recommendation
It is recommended that consideration be given to experimentation with alternate schedules and/or transferring some courses to off-campus sites at these critical times before additional green-space is taken for parking facilities.

Response
Alternate schedules of classes have been explored and adopted. Six and nine week courses are offered and an eight week evening summer session implemented.

There are no plans to alter green-space on campus and the college is looking for feasible means to gain space and locate classes off campus. Seventy-four classes are currently offered in the Corona/La Sierra area and 52 in the Moreno/March Air Force Base area. This represents a 30 percent expansion.

STANDARD 7C (MAAS)

Recommendation
It is recommended that the college consider implementing a comprehensive educational plan putting the projects in a priority order accompanied by an analysis of resources available for completing the project.

Response
Writing of the official educational master plan is in progress and is due for completion by April 1, 1986.

STANDARD 8C (BUDD)

Recommendation
It is recommended that the college re-evaluate the policy of front-end collections of both drop fees and ASB funds under student fees.

Response
The drop fee deposit policy was changed in fall, 1984. Drop fees are no longer assessed in advance. An optional student service fee is collected at the beginning of each registration period. These fees are used solely for the purpose of supporting and building student programs on campus and have provided a viable student government, activities and performance program.

STANDARD 9C (VAIL)

Recommendation
It is recommended that the established channels of communication be fully utilized with the entire staff working together to improve two way communication, and that those affected by impending decisions be included in the decision making process as early as possible.

Response
Communication involves at least two people or two or more groups of people. It can go from the top down, the bottom up or parallel. The college organizational structure is devised to accommodate all variations of communication. Often, management takes a top-down approach: The Board of Trustees indicates direction or policy to the Superintendent/President who works out some broad principles with his cabinet (Assistant Superintendents/-Vice Presidents), the Vice Presidents with their Division Deans/Directors break the principles into tasks, the Deans/Directors further polish the tasks with their Department Chairs/Leadmen and the Department Chairs/Leadmen work with their faculties/staff. Department meetings for faculty and for staff are appropriate arenas for discussing a variety of subjects related to the job. This communication can go bottom-up just as the example above went top-down.

The President's Strategic Planning Advisory Committee (PSPAC) often operated from the so-called bottom-up approach. Ideas were generated in the CAN Groups (faculty, management, staff and students). They were either carried forward directly to the President by the CAN leaders or they filtered up through Action Groups which were cross-sections of CAN Groups operating on Friday afternoons as segments of the total PSPAC. Action Groups were used to brainstorm within rigid time limits ad hoc problems. These were then summarized and presented to the large group and critiqued. A typical procedure would then be to have the CAN Groups discuss and further refine the product of the Action Groups from the previous Friday. The topic was thus studied and debated numerous times. Some of these ideas became either college objectives or sub-headings under college objectives.

An intermittent publication known as the Faculty Forum allows an open forum for faculty points of view and rebuttal on just about any topic.

Recommendation
It is further recommended that the entire staff work together to create an environment where all opinions can be freely expressed and all ideas explored.

Response
As mentioned above, PSPAC created an open climate, particularly in the CAN Groups, that encouraged freedom of expression. When the CAN leaders met with the President, attribution was not allowed but the ideas were freely set forth. A real bond was felt among most PSPAC'ers as indicated in their written evaluations of the PSPAC experience.

The President has periodic "Brown Bag" luncheons and sit-down breakfasts with various segments of the college. During these hour meetings with departments, new faculty, senior faculty, maintenance staff, students, etc., sometimes there is an agenda, sometimes not and sometimes both a structured and open program. Freedom of expression is encouraged.

Physical fitness was a project in which the entire college got involved. The President offered monetary rewards (to be used on college equipment or materials) to the division or section of the college with the highest participation rate. The Natural Science division, which eventually won the top award, led the way by publishing papers on physical fitness and offering seminars. A large portion of the staff got into the act and enthusiasm soared. One could participate individually, in small groups or enroll in a class. In such an environment faculty touched shoulders with classified staff and management. Opinions could be expressed in such a climate that would otherwise be lost.

Committee assignment policy is currently being reviewed. Some faculty are over-worked and some under-worked on committees. During 1985-86, there will be a major effort to remedy the situation. This will benefit the college because a wider range of opinion will be heard and weighed in the decision-making process. The over-worked will have a chance for more reflective thinking and be more likely to come up with fresh ideas.

Recognition ceremonies for faculty and staff are held intermittently. In this kind of positive casual environment, communication often produces new, unexpected ideas about teaching or the operation of the college.

STANDARD 9D (BUDD)

Recommendation
It is recommended that consideration be given to expanding opportunities for students to participate in governance committees including standing and ad hoc committees as appropriate and encourage their participation.

Response

Students are appointed by the College President at the recommendation of the ASRCC President or the appropriate college staff to all committees dealing with issues which may affect the students of Riverside City College. In the fall, 1985, students have been invited to serve on the President's Strategic Planning Advisory Committee. This is a vital and significant body of faculty, staff, administrators and students who participate in the long-range planning for the District.

PART II

COLLEGE PLANS AND RESPONSES BY AREA OF RESPONSIBILITY

REA OF PRIMARY RESPONSIBILITY ACADEMIC SERVICES

Standard 2

PLAN

1. General education requirements and options are being reviewed by the College Curriculum Committee and academic services staff. The review is examining the college's definition of general education, its purpose and appropriate experiences for the achievement of institutional goals and objectives.

RESPONSE

The review will be complete by February with a recommendation to the President in March. Following action by the trustees, the revised general education requirements will appear in the fall catalog for 1986.

PLAN

2. In 1971, the college relaxed its speech requirement for graduation and included it as an option. The reinstatement of a speech requirement will be investigated as part of the general education review.

RESPONSE

The committee recommendation will go to the curriculum committee as a part of the general education requirements. The resulting action will appear in the fall catalog for 1986.

PLAN

3. Given the apparent "Grade Inflation" suggested by grade analysis and transfer student performance, there is a strong need for further study and clarification of the meanings of the criteria included in the assignment of grades. The college will provide grade information to all faculty and regularly inform them of the distribution of grades college wide.

RESPONSE

An on-going effort to create awareness of grade inflation for full-time and part-time faculty is made at the division and department levels. Through regular discussions in division and department meetings.

*Response also addresses Accreditation team recommendations.

PLAN

4. The work experience offerings of the college will be assessed to determine the feasibility of continuing general work experience offerings.

RESPONSE

The concern with using work experience to meet certificate requirements has been eliminated. All work experience courses have been renumbered and are specific to vocational areas. General work experience is an elective and do not transfer.

PLAN

5. Television consortium offerings will be assessed and a system developed by which planning and coordination are improved.

RESPONSE

A television committee, chaired by the Dean of Behavioral and Social Sciences, continues to monitor courses to assure similarity of requirements in multiple section courses. Twelve courses are to be offered in the spring semester of 1986.

*Response also addresses Accreditation Team Recommendations.

PLAN

6. The college will in the near future define the desirable level of the scope and extent of its contract education.

RESPONSE

The college has developed a liaison with the Business Labor Council to handle contract education. The council serves as the broker between industry and the college. It is anticipated that the $2-$3 million in contracts will net the college $2-$3 hundred thousand in the 1985-86 school year. The program is expected to become the prototype for the state.

PLAN

7. The college does not plan to expand its noncredit offerings.

RESPONSE

Review of noncredit course offerings was made by President's Council, Curriculum Committee, and academic and program deans. There are no plans to expand.

Standard 3

PLAN

1. The college will continue to participate in the Great Teachers Seminar.

RESPONSE

Participation is continuing, and attendees are asked to share information gained with their colleagues.

PLAN

2. The college will examine the possibility of participating in a faculty exchange program on a national and international level.

RESPONSE

The possibility of participating in a faculty exchange program on a national and international level is still being investigated. The college is currently participating in a faculty exchange with Great Britian. Plans are to continue the program at the international level and address a program at the national level. The Faculty Senate is reviewing a plan at the state level. The possibility of creating a London location for the college is being examined.

PLAN

3. The college does not plan to alter its SABBATICAL Leave Policy or to increase its conference budget.

RESPONSE

The Sabbatical Leave Policy has been reviewed and is working. The college does not plan to alter or to increase the conference budget. The mechanics of distributing funds for conferences will be altered to allow divisions more flexibility in disbursement. Faculty will then be able to request full funding of conferences in alternate fiscal years.

*Response also addresses Accreditation Team Recommendations.

Standard 4

PLAN

1. An expanded student follow up system on transfer and designated major students will be implemented and the results will be distributed to all faculty and staff.

RESPONSE

This has been implemented and is an on-going effort assigned to the Dean of Research and Planning. Results are distributed to faculty and staff periodically.

Standard 5

PLAN

1. To continue the development of program evaluation, the college will develop a system which include participant feedback as well as administrative review.

RESPONSE

Program reviews are discussed with department chairs and faculty prior to finalizing the documents.

PLAN

2. No plans exist to expand the Senior Citizens Education Program beyond its present size. However, the college plans to improve the quality of senior citizen courses and the flexibility of their scheduling.

RESPONSE

The changing demographics of the community necessitate a review. The college will continue to improve the quality of senior citizens courses and to provide flexibility of scheduling.

PLAN

3. Proposals are being prepared to expand the use of the Child Development Center staff and facilities for fee-based CAP offerings such as a kindergarten, workshops for updating teacher training and short-term programs for children.

RESPONSE

The program of the Early Childhood Laboratory (formerly Child Development Center) is in continuing review based on state regulations, community advisory groups, and training needs of students. Assessment is currently underway to determine the need for evening programs for students and campus employee day care. A joint effort with Riverside Community Hospital is under consideration. Publicity of the Laboratory and its objectives have been addressed through a name change for the program, student organizations, and on campus polls and newsletter articles.

*Response also addresses Accreditation Team Recommendations.

PLAN

4. The college plans to reevaluate the CAP fee structure.

RESPONSE

The college re-evaluates the CAP fee structure annually. The objective is self-sufficiency of the program with no cost to the college. A formula for cost determination has been established and is in operation.

Standard 6

PLAN

1. The college will consider implementation of the automation of library processes.

RESPONSE

The college has bids out on conversion of library processors to automation through Online Computer Library Center (OCLC). The plan is to tie into the mainframe as a part of the college computer master plan.

PLAN

2. Preliminary planning is under way for adding cable television to the learning center's capabilities.

RESPONSE

The college is currently broadcasting on cable television. Video cassette back up is available in the Learning Skills Center. Further use of the Center's capabilities is awaiting a response from Falcon Cable.

PLAN

3. Currently plans are being implemented to streamline library procedures to improve basic services.

RESPONSE

Basic services of the library have been streamlined. Three clerical positions have been added for this purpose.

PLAN

4. The college also plans to review the process of collection building and collection maintenance for both print and nonprint materials.

RESPONSE

The college is reviewing the process of collection building and collection maintenance for both print and nonprint materials. This will be a continuing effort. Progress has been made in cataloging and indexing.

PLAN

5. Additionally, the college plans to add 16 microcomputers to the Learning Resources Center.

RESPONSE

Sixteen microcomputers were added to the Learning Resources Center Additional computers are expected.

PLAN

6. Because there has been a significant decrease in traditional funding for Tutorial Services, the college will explore alternative methods of funding.

RESPONSE

The perception exists that there has been a significant decrease in traditional funding for Tutorial Services. The problem is not with funding but with finding qualified tutors. The services of the tutorial program have been restructured due to retirement.

PLAN

7. The Reading Program will be changed in 1983-84 to accommodate the proposed assessment, advisement and placement program. Therefore, the reading staff and the facilities will be expanded.

RESPONSE

The Reading Program has been expanded to accommodate the assessment, advisement, and placement program. Three staff members have been added and three classrooms renovated.

PLAN

8. The college plans to make a careful analysis of all library and IMC services, rate these services, streamline wherever possible and possibly reduce those which are given lower priorities. Survey results will also be analyzed to deal with concerns of patron groups.

RESPONSE

The college has made a careful analysis of all library and IMC services. A faculty workroom has been added, an evening assistant has been hired, nd commitment to the purchase of additional equipment made. These efforts were in response to a completed survey on library and IMC services.

PLAN

9. The college plans to explore additional methods of revitalization for the Learning Resources Center staff.

RESPONSE

The efforts mentioned in item 8 have accomplished revitalization of the Learning Resources Center staff. One new clerical position has been assigned to the center.

Standard 8

PLAN

1. The District is in the process of reviewing data processing options which will assist in the establishment of a management information system capable of producing on-line, instantaneous budget and expenditure information for all major divisions.

RESPONSE

The District is in the process of implementing the college information system. The student information system (ISIS) was completed and used for registration in the fall semester of 1985. The financial information system (IFIS) is underway and will be in place for the 1986-87 budget. The personnel information system (HRIS) is scheduled for completion in January of 1987.

Standard 9

PLAN

1. In an attempt to improve faculty participation in governance at the division/department levels, the administration will encourage all deans and chair persons to hold meetings on a regular basis.

RESPONSE
The administration has encouraged deans and chairpersons to hold meetings on a monthly basis. The first division meeting of each college year is held at the fall orientation meeting. A spring orientation meeting has been added with an additional division meeting scheduled at that time.

1/9/86
acaccred

ACCREDITATION TEAM RECOMMENDATIONS NOT ADDRESSED IN RESPONSES TO PLANS

Standard 2B and 7C

RECOMMENDATION

It is recommended that the college follow up on its efforts to write an official educational master plan.

RESPONSE

Writing of the official educational master plan is in progress and is due for completion by April 1, 1986.

Standard 2C

RECOMMENDATION

It is recommended that the college evaluate its new land and process for evaluating part-time instructors after it has been used for a reasonable time.

RESPONSE

An evaluation plan for part-time faculty has been developed and is an on-going effort.

Standard 7A

RECOMMENDATION

It is recommended that consideration be given to experimentation with alternate schedules and/or transferring some courses to off-campus sites at these critical times before additional green-space is taken for parking facilities.

RESPONSE

Alternate schedules of classes have been explored and adopted. Six and nine week courses are offered and an eight week evening summer session implemented.

There are no plans to alter green-space on campus and the college is looking for feasible means to gain space and locate classes off campus. Seventy-four classes are currently offered in the Corona/La Sierra area and 52 in the Moreno/March Air Force Base area. This represents a 30 percent expansion.

REA OF PRIMARY RESPONSIBILITY ADMINISTRATIVE SERVICES

Standard 1

PLAN

1. Brochures and pamphlets which accurately portray the college instructional programs will be developed, published and disseminated.

RESPONSE

Partly completed - additionally brochures to be prepared 11/25/85.

Standard 2

PLAN

1. The management evaluation process and evaluation instrument will be reviewed.

RESPONSE

Partly completed or at least started.

PLAN

2. Given the quick pace of new developments, plans to more quickly and more efficiently disseminate information to students are being considered.

RESPONSE

Completed, on-going.

Standard 3

PLAN

1. The District plans to review staffing patterns, i.e., sex and ethnicity, and pursue vigorous affirmative action activities, hopefully resulting in a better representation of women and minorities on the staff.

RESPONSE

Completed, on-going.

PLAN

2. The college is examining methods of computerizing all personnel records systems.

RESPONSE

Scheduled for completion by January, 1987 as part of District's College Information System.

PLAN

3. The college has authorized the hiring of a person to serve as a lead word processing clerk to provide training for staff in the Center and for campus secretaries. Hopefully the addition of this position will improve the quality of the Center's service.

RESPONSE

Completed.

PLAN

4. The District will continue its practice of maintaining accurate and, as much as possible, standardized job descriptions and announcements. This will provide for a clear understanding of expectations.

RESPONSE

Completed, on-going.

Standard 7

PLAN

1. Remodeling and recarpeting of the Administration Building are scheduled during the summer and fall of 1983.

RESPONSE

Completed.

Standard 9

PLAN

1. The Board will review and update the policies.

RESPONSE

80% completed, on-going.

The Board will also pursue a redefinition of the District's boundaries, to better serve the adjacent communities of Corona and Norco. Completed.

PLAN

2. One of the District's objectives for the 1983-84 year is to improve all aspects of internal and external communication. It is anticipated that effort may improve the faculty's perception of the communication process with management.

RESPONSE

Completed, on-going.

PLAN

3. The District will expand its in-service training opportunities for all staff.

RESPONSE

Completed, on-going.

1/16/86
adaccred

Standard 4

PLAN

1. The college will review security needs at all off-campus locations.

RESPONSE

The administrator for off-campus sites checks with the Maintenance and Security Departments concerning these off-campus locations and the potential problems that may occur. These are then discussed with the administrator of that particular property. At this time, most of our locations are on facilities such as high schools and the security is discussed with the principal at that particular unit. The March Air Force Base facility has ample security -- we have no problem there.

1985-86 - Site administrator in the Corona/Norco site coordinates security, other activities.

Standard 5

PLAN

1. The college will continue to pursue "special interest" groups support for improvement of campus facilities.

RESPONSE

The college in the past couple of years has been trying to obtain "special interest" groups funding for such things as the baseball complex in the arroyo. Currently, the District has been able to obtain funding in the amount of $440,000, plus small donations from community.

1985 - Obtained Norco site from Federal Government; 141 + acres.

1985 - In process of signing lease for Moreno Valley property.

PLAN

2. The plans for the Arroyo Complex call for a baseball diamond, an official softball diamond, a Pony League diamond, jogging trail and possible expansion of the par course.

RESPONSE

The plans are being completed at this time. The construction started in December, 1985.

PLAN

3. The college will pursue methods of financing that will help compensate for the use of equipment and facilities by CAP offerings and general public use.

RESPONSE

The financing has been implemented a small amount involved in it to assist the district in replacement of equipment. Also it is hoped the State will assist us in legislation which will provide 50% money for the replacement of equipment. The District supports the State in this endeavor.

1985 - State has granted approximately $300,000 for instructional material - one year grant.

Standard 7

PLAN

1. Approximately 210 parking spaces will be added to the campus during the summer of 1983. The college will review additional parking alternatives for the future.

RESPONSE

This standard has been met 100%. The District's Parking Committee is also reviewing additional spaces, hopeful, that in the next 2 to 3 years to be able to add approximately 100 additional spaces.

The committee will request 12/85 from the board the approval of an engineer to redesign the bridge by the Cutter pool and tennis courts to add additional parking areas in this section of the campus. Also, there is the need to redesign.

PLAN

2. The college plans to formulate long-range safety goals, formal safety training, written policies and guidelines.

RESPONSE

While this standard is an on-going standard, the District has established a Safety Committee. They are also working through the safety program through our Worker's Compensation organization and providing staff the availability of safety films. Also they have completed a district emergency organization and plan which will soon be finalized and adopted by the district.

PLAN

3. The college also plans to install automatic doors in the Student Services building and to modify the darkroom in the Photography Department for easier access for disabled students.

RESPONSE

The Student Services building doors have been completed. The Photography Department has not been completed at this stage. The program is under review at this time and once the completion of this review the determination as to what will be done with the darkrooms will be completed.

There is a constant program of adding automatic doors.

PLAN

4. As funds become available, additional new and replacement equipment will be purchased. Classroom and instructional needs will be given priority. Additionally, preventative maintenance will receive continuous attention.

RESPONSE

This is an on-going item that the District is involved in. However, during the summer of 1984 the District painted and carpeted all classroom facilities in the Quad Building, which is the main classroom wing; completed the renovation of the large lecture room in the Life Science building, and this will be on-going.

1985-86 - Near completion - redoing Forum - on-going program.

PLAN

5. The college is now negotiating with the General Service Administration (GSA) for the acquisition of approximately two hundred acres, which will be used for the development of a facility to serve the growing educational needs of the Corona/Norco area.

RESPONSE

This objective has been completed with the exception that the District was not granted free two hundred acres. What they received free was 141.86 acres. This was completed June 4, 1985, when the Board of Trustees accepted the Grant Deed for this particular property.

Standard 8

PLAN

1. The college plans to explore methods of strengthening and improving budget control, to facilitate operating with lower reserves.

RESPONSE

The District is in the process of a completely new computer program and informational system which will integrate all of the District's computer services. With that the various using departments will have on-line information to review their individual budgets as it progresses throughout the year and this will be operational July 1, 1986.

1985-86 - Still on-going program and on schedule.

PLAN

2. There are no plans to change the budget planning process.

RESPONSE

This standard states that there are no plans to change the budget planning process. Our planning process is a line-by-line integrated budget planning from the bottom to the top. This plan will be modified somewhat with the new informational system effecting the budget process. However, the basic concepts remain the same but considerable modernization of the plan for input data is being developed and will be used.

Standard 9

PLAN

1. The District will expand its in-service training opportunities for all staff.

RESPONSE

The District has put this as one of its major objectives, item No. 6 Staff Development and has assigned 3 of its top administrators to accomplish this. Prior to this time, the District has offered all management and most of the offices to become familiar with personal computers to accomplish not only word processing but other departmental needs. The custodial and grounds departments have sent various managers and grounds and custodial staff to several conferences and meetings to develop and find the latest techniques to accomplish their various jobs.

1985-86 - In-service continues at all levels.

bsaccred

31J

Standard 2

PLAN

1. It is apparent that many high school graduates have inadequate skills in reading, writing, and mathematics. It is imperative that these students are identified and receive proper advisement and assistance in planning their educational programs. Accordingly, a preassessment program is soon to be implemented to test, advise and place students in developmental courses as the need exists.

RESPONSE

With specific exception, entering students are required to attend the new student orientation and assessment program prior to registration for classes. In this program, new students' skill levels in reading, language usage (grammar) and basic mathematics are assessed. The assessment tool is the ASSET test. Students receive immediate feedback during this session about their test scores and related skill levels. They are then advised, if there is a skill deficiency in one or more areas, to take the appropriate course designed to develop their skill levels. Until 9/85, actual placement of students requiring skill development has been voluntary or advisory. Mandatory placement will be phased in starting with those student with the lowest skill level in reading during the 1985-86 year.

The college's 1985-86 Matriculation Committee will review all aspects of matriculation and the status of pre-assessment. The committee has been given the responsibility to determine if the pre-assessment and placement program is functioning in accordance with the recommendations made by previous groups. While recommendations have been made, it is not clear that they have been implemented. Considerations such as exceptions to the ASSET test requirement, curriculum modifications and alternatives to orientation testing will be reviewed by the committee.

PLAN

2. Closely related to a preassessment and developmental program is the need to establish a definition of who can profit by instruction at Riverside City College. The college will attempt to determine the range of student skills which can be accommodated at the institution and in specific programs. Through cooperation with the local adult education schools, the college will ensure that opportunities for skill development exist for that segment of the population whose skills fall below the level we can adequately serve.

RESPONSE

The college has not established an official position or criteria addressing the issue of who can profit from instruction.

As an open-door community college, we generally allow any eligible citizen to enroll and try to complete the work attempted. This is sometimes the best measure of a student's ability to profit from instruction. Additionally, Adult Education programs are available through local school districts which provide opportunities for the retarded, non-English speaking and other students with limited abilities. While departments and programs have established minimum standards and counsel students regarding remediation and improvement, it is unlikely that the college will establish an absolute "cut-off" for those who can enroll in course work. This matter ultimately may be affected by the Board of Governor's decisions regarding the mission of all community colleges and their responsibilities for remedial education.

PLAN

3. Given the quick pace of new developments, plans to more quickly and more efficiently disseminate information to students are being considered.

RESPONSE

We have, since 9/83, improved communication to students through more active and creative use of campus posting areas, in and out of the classrooms. Additionally, students who participate in student activities have, as occasions warrant, been asked to make announcements in each of their classes to facilitate rapid communication. Greater use of written communications, flyers, and memos directed to faculty and staff has ameliorated communication difficulty.

During the fall semester, 1985, student government has made a significant effort to improve student communications. For example, all students on the Dean's List received a personal letter detailing student activities and the opportunity for involvement. This resulted in increased participation from representatives of the group.

Class schedules announcing special offerings and college information are distributed throughout the semester rather than two or three times per year.

A new student publication is planned for December, 1985, which will inform students of campus activities and concerns. Of course, Viewpoints is used for campus communication.

Student government positions have been created and staffed for public relations, audio-visual and publications, community and campus relations and recruitment. It is anticipated that these opportunities for students will further efforts to improve communications.

For the first time, students will be included on the President's Strategic Planning Advisory Committee for fall, 1985.

tandard 4

PLAN

1. The physical arrangements of the Admissions and Counseling Building will be redesigned in an effort to increase productivity. The counseling staff will have responsibility for all articulation matters, including four-year institutions, high schools, community resources and business. The college will review and evaluate the staffing patterns and assignments in Admissions and Counseling.

   RESPONSE

   Articulation is assigned to a counselor as part of a full-time assignment; staffing patterns have been reviewed and all counselors now participate in career counseling as well as academic counseling. Currently, plans are underway to bring Counseling and Career Center activities together.

PLAN

2. The college will develop an assessment, advisement, and placement program for implementation in Fall Semester, 1983.

   RESPONSE

   The college developed an assessment, advisement and placement program in August, 1983. The program is generally referred to as the New Student Orientation program. During this presentation, students receive a welcome to the college, skills testing, orientation, course advisement and academic planning information.

3. The college will review the division advisor program and develop a revised format for its operation for Fall 1983.

   RESPONSE

   This program still has merit, but no action has been taken for reinstatement.

4. The student orientation program will be redesigned to become an integral part of the proposed student assessment, advisement, and placement program.

   RESPONSE

   The student orientation program, as mentioned in #5 above has become an integral part of the student assessment, advisement and placement program. The orientation component includes presentations which also include a written booklet which highlights important general information. The counseling staff conduct the orientation and provide general information, as well as question and answer opportunities.

PLAN

5. The student affairs programs will be reorganized to include an improved structure for student organizations, a master calendar of college activities, a restructuring of student government and a college-wide student service hours program.

RESPONSE

A master calendar of college activities was initiated in 6/83 and refined in 6/84 when it was fully integrated into a campus-wide master calendar system. The interclub council, Forum, has been strengthened by the addition of 30 clubs since 6/83, and the establishment of a number of organizations and campus departments have taken advantage of the expanded college-wide student service hours program to involve students in campus life and to recognize student achievement.

The student government officers were charged in 10/83 and 2/84 to re-evaluate and revise their structure, but did not accomplish this. In 10/84, a task force, comprised of students, administrators and faculty, was established to make recommendations for a revitalized student government. In 5/85, a new student government constitution was ratified by the student body. The new structure is designed to provide increased opportunities for student involvement in leadership roles in an educational setting. The 1984-85 year was characterized by significantly increased student involvement in decision making.

The 1985-86 academic year promises to set new records for student involvement. Student elections were strongly supported, and an all-time high for student voting was recorded.

PLAN

6. The student newspaper, Viewpoints, will be evaluated for cost effectiveness during the 1983-84 academic year.

RESPONSE

Viewpoints budget is reviewed annually. It is supported through district resources, ASRCC funding and advertising. There are no plans to alter this arrangement.

PLAN

7. The Health Services facilities and staffing patterns will be reviewed as well as the levels of service provided.

RESPONSE

This review occurred in spring, 1984. The college nurse now provides the coverage, when available, and campus security provides emergency care. In addition to emergency treatment, the nurse provides health education, athletic and pre-employment physicals and health advisement.

PLAN

8. The Health Services program will implement a wellness center for students and staff.

RESPONSE

The college has participated with Riverside Community Hospital in several joint efforts, e.g. staff/faculty health days. Further cooperative efforts are in the planning stages.

PLAN

9. Improvement in the selection cataloging and storage of career materials will be accomplished by enlisting the assistance of the professional library staff.

RESPONSE

This has been accomplished. The Career Center is located in the Library. "SIGI Plus," a computer program for career advisement, has been added to the Career Center and is a significant feature of the services available.

PLAN

10. The Food Services Department will be evaluated during the 1983-84 year. This evaluation will focus on facilities, remodeling needs and ways of integrating the operation with a computerized information system.

RESPONSE

Food Services and Bookstore computer needs are still under study. An architect has submitted plans for remodel, but no change is planned in the near future.

PLAN

11. The Bookstore will review ways of integrating its operation with a computerized information system.

RESPONSE

See #13

PLAN

12. A review of the organizational structure of student services will occur during 1983-84.

RESPONSE

In August, 1985, a Dean of Counseling and Support Services was appointed, and the duties of the Dean of Student Services were reorganized. No further reorganization is planned for the immediate future.

PLAN

13. The college will review the level of services and staffing patterns for all auxiliary service areas.

RESPONSE

All staffing patterns are reviewed annually and/or when vacancies occur.

PLAN

14. The college plans to improve the coordination of services of the following: New Directions, Career Center, Financial Aids, and Counseling.

RESPONSE

We have added a Dean, Counseling and Support Services, and this has resulted in better coordination in the area.

PLAN

15. The college plans to review staffing patterns and assignments in the student activities programs.

RESPONSE

Some reorganization was accomplished when the Dean of Student Services was hired in August, 1985. There is still a question as to whether or not the Director of Student Activities should be a classified position, and that is under review.

Standard 5

1. The college will continue to pursue "special Interest" groups support for improvement of campus facilities.

    This activity is on-going, and is the primary responsibility of the Director of the RCC Foundation.

2. The plans for the Arroyo Complex call for a baseball diamond, an official softball diamond, a Pony League diamond, jogging trail and possible expansion of the par course.

    On-going, 1985-86. A dean has been assigned to develop this project under the immediate supervision of the Superintendent/President.

3. To continue the development of program evaluation, the college will develop a system which will include participant feedback as well as administrative review.

   No formal action has been taken beyond that which existed in 1983. During the fall semester, 1985, college vice presidents have selected student names at random and have conducted telephone surveys regarding student satisfaction with the college.

4. The college plans to explore ways in which a broader participation by the community in campus multicultural events can be realized.

5. The college also plans to install automatic doors in the Student Services Building and to modify the darkroom in the Photography Department for easier access for disabled students.

   Doors were installed in July, 1984. No remodel in the photography department is planned for the near future.

Standard 8

1. The college will increase its efforts to seek outside funding sources through the employment of a Foundation Director, a newly created position.

   Funds donated to the college through the Foundation have increased each year.

(/9/86
ssaccred

Standard 9

PLAN

1. The College will pursue methods of financing that will help compensate for the use of equipment and facilities by CAP offerings and general public use.

RESPONSE

This has been completed and is being watched at all times. The District uses a portion of its percentage for the cost of the class to be used in general funds to assist in replacement of equipment and providing new equipment for both CAP offerings nd the regular instructional program.

Standard 9

PLAN

1. Riverside City College will continue to offer management workshops, seminars, conferences and consultations, in order to further develop an efficient management team. Management will continue to be involved in both state and local organizations and agencies to promote the needs of the college and to keep abreast of changes that will affect it.

RESPONSE

This has been completed. The District management is constantly doing this and it is one of the items that is on-going.

1985-86 - Orientation of new managers and faculty.

PLAN

2. The District will expand its in-service training opportunities for all staff.

RESPONSE

The in-service training has been completed and is also an on-going opportunity. Many of the staff were able to attend the ACCCA Conference and other conferences this past year to develop greater abilities to do their jobs.

1985-86 Continued programs:
- new faculty orientation
- workshops - Fall openings
- committee participation
- PSPAC

SECTION I

RIVERSIDE COMMUNITY COLLEGE DISTRICT
Riverside City College

EDUCATIONAL MASTER PLAN

January, 1986

TABLE OF CONTENTS

I. Introduction

II. Business, Vision, Values

III. Historical Background

  a. Physical Environment of District
  b. Board of Trustees Definition of Terms and Direction
     Single College/Multi-campus
     Current Organizational Structure

IV. Philosophy of Planning

V. The Educational Plan

  a. Riverside City Campus
  b. Corona/Norco Campus
  c. Moreno Valley Campus
  d. La Sierra Centers

Appendix A: Committee Membership
Appendix B: Site Maps/Vicinity Maps
Appendix C: Summary of Current Offerings by Site
Appendix D: General Education/Associate Degree Requirements

I. INTRODUCTION

In December, 1984, the Board of Trustees determined that Riverside Community College District will be a multi-campus community college district. Accordingly, the overall educational master plan for the district has been designed to complement this multi-campus structure.

A major factor which was considered in developing the master plan was the duplication or non-duplication of programs and services at the various campus sites.

Another factor considered was the relative costs for various programs as well as a program's need for specialized facilities such as laboratory, clinical and technical equipment facilities.

Finally, the unique characteristics of the communities served by a particular campus were also considered.

The plan which follows reflects the aforementioned ideas. It is a plan for future growth and development and an integral part of the overall long-range planning efforts of the district.

The Educational Master Plan Committee
December, 1985

Norma Barricelli
George Bjarke
John Blanchard
Miriam Butler
Gay Chance
Brenda Davis
William Wiley

Bruce Jackson
Fred Lowe
Jim Morrison
Ron Pardee
Paul Roby
Richard Schneider
Michael Maas

When the college determined that the vision of the college would include becoming the leader among community colleges, recognizing its responsibility to the community, and being widely respected for its teaching excellence, the focus of the Master Plan was at that time predetermined. The major focus of the plan must be the development of a multi-campus structure if the college is to meet its responsibility to the growing community. Planning the multi-campus structure with consistent values guiding each campus will assure respect for excellence in teaching and community college leadership. The business, vision and values adopted by the President's Strategic Planning Advisory Committee have been carefully considered in designing an Educational Master Plan for the District.

IV. PHILOSOPHY OF PLANNING

The college has made a concerted effort to involve all segments of the college and community in its planning effort. The PSPAC Committees, the Occupational Advisory Committees and designated college committees such as the Educational Master Plan Committee and the Curriculum Committee have all provided input as part of the planning process.

As part of this comprehensive planning effort, a number of key factors have been identified which provide guidance for the development of instructional programs and related services at the various sites.

A. Commonalities to All Sites:

- * All campuses will share the District's Business, Vision and Values statements.
- * Initially full-time faculty at RCC will have part of their teaching load at one or more of the other campuses. As they develop, each campus will have full-time staff.
- * The college will be flexible.
- * The college will not duplicate costly programs, either our own or those of nearby community colleges.
- * The college will create programs to meet the needs of local areas within the District.
- * The college will not sell District property; rather, it will acquire adjacent land when needed.
- * There will be a District-wide/Campus Educational Master Plan.
- * There will be a District-wide/Campus Facilities Plan.
- * There will be a District-Wide/Campus Funding Plan.
- * Each campus will be unique in the programs it offers.
- * Each campus will be compatible with its surroundings.

B. Site Specific Factors:

1. Riverside City Campus

    - * Growth on this and other campuses and satellites will be controlled.
    - * By 2000, the RCC campus will have approximately 22,000 students.
    - * District administrative offices will be moved to the La Sierra site.
    - * There will be increased reliance on public transportation.
    - * Financial aid to students will continue to increase to accommodate growth but not inflation.

2. La Sierra Site

    - * The District will not sell the land.
    - * The site will generate revenue for district general use.
    - * There will be an educational center.
    - * The site will eventually house administrative offices for the District.
    - * There will eventually be a potential of 3,000 students at this site.

3. Norco Site

  - The District must demonstrate development on this site within 36 months.
  - The educational programs at this site will be developed to reflect a comprehensive campus.
  - Prior to the development of the college site, classes will continue to be offered at Corona, Norco and La Sierra high schools.
  - There will be a potential of 8,000 students at this site.

4. Moreno Valley Site

  - The College site will be an integral part of an overall educational administrative, cultural and medical complex.
  - The site will be available for permanent college use by 1988.
  - The current educational programs at Moreno Valley High School and March Air Force Base will continue until the college site is developed.
  - The educational program at this site will reflect a comprehensive campus.
  - There will be a potential of 8,000 students at this site.

5. Academy of Justice Site

  - The current Administration of Justice Program will continue at this site.
  - The offering of general education courses at this site is a viable future option.
  - Joint use of the facility with the County will continue in the foreseeable future.

C. General Overview of the Plan

In developing an overall educational master plan for the district, it is apparent that each site will have a number of common programs and services and in turn, each site would have some unique or specialized programs and services.

In common to all campuses will be a general education component. That is, courses such as English, history, mathematics, science, psychology, social science, etc. Also, services such as admissions, registration, counseling, financial aid advisement, child care, bookstore, food services, etc, must be provided.

Programs which will be unique to a particular site would include nursing, cosmetology, automotive technology, graphics, welding, machine and tool design, dental technology and similar vocational and technical courses.

It is anticipated that the campus in Riverside will continue in much the same manner as it is currently structured with a comprehensive offering of programs and services.

In turn, it is anticipated that the Norco and Moreno Valley campuses will offer programs specific to the needs of their communities along with the necessary general education courses to provide for a comprehensive educational program at each of the campuses. It is planned that in all cases, the college campus will become the cultural and activity center for the surrounding community.

The library services for each campus will be part of an integrated system to avoid duplication. Also, an interlibrary connection between the university, the community college, the city and the county library systems would seem appropriate.

It is also logical to develop recreational facilities at each of the sites in cooperation with the surrounding city recreation departments and developers. Again, this will create a joint use concept and avoid costly duplication.

Flexibility of facilities for future unforeseen needs must be included in each site's master plan. Research has indicated that a general rule to follow in planning future campuses is to equate facility needs on the basis of 2.5 sq. feet per weekly student contact hours (WSCH.) Thus, assuming a campus has 8,000 students each of whom generates 9.2 WSCH, a campus would require approximately 184,000 sq. ft. of facilities. This does not include special activities or outside space needs such as parking or recreational facilities.

Using these general guidelines, specific educational programs for each site have been developed. These programs are listed in the sections that follow.

THE EDUCATIONAL PLAN

As noted in earlier sections, the long-range plan for the District is to develop a single-college multi-campus structure. Accordingly, the educational master plan has been developed to enhance this structure. The sections that follow outline the various instructional programs and related services which will be available the various district sites.

A. Riverside City Campus

Accounting
Administration of Justice
Agri-business
Air Conditioning and Refrigeration
Anatomy and Physiology
Anthropology
Art
Astronomy
Automotive Body Technology
Automotive Technology
Banking and Finance
Biology
Botany
Business Administration
Chemistry
Computer Information Systems
Construction Technology
Cosmetology
Dental Technology
Early Childhood Studies
Economics
Electronics
Engineering
English
Fire Science
French
Geography
Geology
German
Graphics Technology
Guidance
Health Science
History
Home Economics
Humanities
Journalism
Learning Skills
Machine Shop Technology
Management
Manual Communications
Marketing
Mathematics
Medical Assisting
Microbiology
Military Science
Music
Nursing
Office Administration
Philosophy
Photography
Physical Education
Physical Science
Physics
Political Science
Psychology
Real Estate
Sociology
Spanish
Speech
Supervision
Surveying Technology
Theater Arts
Welding
Work Experience

B. **Norco Campus**

Accounting
Administration of Justice
Agri-business
Anthropology
Art
Automotive Technology
Banking and Finance
Biology
Botany
Business Administration
Chemistry
Computer Information Systems
Early Childhood Studies
Economics
Electronics
English
Geography
German
Health Science
Humanities
Horticulture
Learning Skills
Management
Manual Communications
Marketing
Mathematics
Music
Office Administration
Philosophy
Physical Education
Physical Science
Physics
Political Science
Psychology
Real Estate
Sociology
Spanish
Speech
Supervisions
Work Experience

Comments:

1. The programs of study listed above will be implemented as the facilities at this site are developed.
2. Programs which require specialized facilities such as science laboratories, computer laboratories and vocational shops such as automotive or electronics will not be offered until such time that facilities can be provided.

C. **Moreno Valley Campus**

Accounting
Administration of Justice
Anthropology
Archeology
Art
Biology
Botany
Business Administration
Chemistry
Computer Information Systems
Early Childhood Studies
Economics
Electronics
English
Geography
Geology
German
Health Science
History
Home Economics
Horticulture
Humanities
Learning Skills
Management
Manual Communications
Marketing
Mathematics
Medical Assisting
Music
Nursing
Office Administration
Physical Science
Political Science
Psychology
Real Estate
Sociology
Spanish
Speech
Supervision
Work Experience

Comments:

1. The programs of study listed above will be implemented as the facilities at this site are developed.

2. Programs which require specialized facilities such as science laboratories, computer laboratories and vocational shops such as automotive or electronics will not be offered until such time that facilities can be provided.

D. La Sierra Center

The La Sierra site has been designated as the future administrative center for the district. In addition to this function, the site will serve as a non-traditional innovative program site. It is anticipated programs such as but not limited to, the following will be offered:

A. Contract education courses
B. Small business training workshop sessions
C. Conference center programs
D. Continuing education programs in:

   1. Banking
   2. Insurance
   3. Real Estate
   4. Financial planning
   5. Health care

E. Hotel/Restaurant Training Programs

The emphasis will be on short-term, flexible scheduling, for as little as part of one day to a few weeks in duration. Block scheduling for an entire day or week long activities could be scheduled. Flexibility and innovations will be the key ideas.

THE EDUCATIONAL MASTER PLAN

PROGRAM	**R**	**MV**	**N**
Accounting	X	X	X
Admin. of Justice	X	X	X
Agri-business	X		X
Air Condt. & Refrig.	X		
Anatomy & Physiology	X		
Anthropology	X	X	X
Archeology		X	
Art	X	X	X
Astronomy	X		
Auto Body Tech.	X		
Auto Tech.	X		X
Banking and Finance	X		X
Biology	X	X	X
Botany	X	X	X
Business Admin.	X	X	X
Chemistry	X	X	X
Computer Info Systems	X	X	X
Construction Tech.	X		
Cosmetology	X		
Dental Tech.	X		
Early Childhood Std.	X	X	X
Economics	X	X	X
Electronics	X	X	X
Engineering	X		
English	X	X	X
Fire Science	X		
French	X		
Geography	X	X	X
Geology	X	X	
German	X	X	X
Graphics Tech	X		
Guidance	X		
Health Science	X	X	X
History	X	X	X
Home Economics	X	X	X
Horticulture		X	X
Humanities	X	X	X
Journalism	X		
Learning Skills	X	X	X
Machine Shop Tech.	X		
Management	X	X	X
Manual Communications	X	X	X
Marketing	X	X	X
Mathematics	X	X	X
Medical Assisting	X	X	
Microbiology	X		
Military Science	X		
Music	X	X	X
Nursing	X	X	
Office Admin.	X	X	X
Philosophy	X		X
Photography	X		
Physical Education	X	X	X
Physical Science	X	X	X
Physics	X		X
Political Science	X	X	X
Psychology	X	X	X
Real Estate	X	X	X
Sociology	X	X	X
Spanish	X	X	X
Speech	X	X	X
Supervision	X	X	X
Surveying Tech.	X		
Theater Arts	X	X	
Welding	X		
Work Experience	X	X	X

R = Riverside Campus
MV = Moreno Valley Campus
N = Norco Campus

SECTION J

BUDGET

RIVERSIDE COMMUNITY COLLEGE DISTRICT

1987-88 BUDGET CALENDAR

Step	Date	Action Required By	What Will Be Done
1.	November 5, 1986	Woolley	Notify all Budget Advisory Committee Members of Budget Meeting November 13, 1986
2.	November 7, 1986	Woolley	(NRP) New and Replacement Personnel request form; (ER) Equipment Replacement request form; (NE) New Equipment request form; (RA) Remodel/Alterations (Major & Minor Caps) request form; (EM) Equipment Maintenance request form--distributed to administrators
3.	November 13, 1986	Budget Advisory Committee Members	Meeting in Board Room 3:30 p.m. (Distribute books)
4.	November 14, 1986	All Deans, Directors	Submit (RA) Remodel/Alterations (Major & Minor Caps) request forms to Matulich/Budd/Andrews/Woolley
5.	November 14, 1986	All Deans, Directors	Submit (NRP) New and Replacement Personnel request forms to whomever is responsible for area--Matulich/Woolley/Budd/Andrews
6.	November 14, 1986	Woolley	Supply and Services request forms
7.	November 21, 1986	Matulich/Woolley/Budd/Andrews	Will begin discussions of (NRP) New and Replacement Personnel requests with those who made requests. (Must complete by November 26, 1986)
8.	November 21, 1986	Matulich/Woolley/Budd/Andrews	Submit approved (RA) Remodel/Alterations (Major & Minor Caps) to Aan Tan for costing
9.	November 26, 1986	Woolley	Notify Budget Advisory Committee Members of Budget Meeting of December 4, 1986
10.	December 4, 1986	Budget Advisory Committee Members	Meeting in Board Room 3:30 p.m.

Step	Date	Action Required By	What Will Be Done
11.	December 5, 1986	Woolley	Submit costed (RA) Remodel/Alterations (Major & Minor Caps) to Matulich/Woolley/Budd/Andrews
12.	December 12, 1986	All Deans, Directors	Submit (ER) Equipment Replacement forms to whomever is responsible for area--Matulich/Woolley/Budd/Andrews/Klingbiel
13.	December 12, 1986	All Deans, Directors	Submit (NE) New Equipment requests forms to whomever is responsible for area--Matulich/Woolley/Budd/Andrews
14.	December 12, 1986	Matulich/Woolley/Budd/Andrews	Submit approved (RA) Remodel/Alterations (Major & Minor Caps) to Mr. Woolley and notify those who made requests of any changes
15.	January 16, 1987	All Deans, Directors	Submit (EM) Equipment Maintenance request forms, Supply/Services request forms to whomever is responsible for area--Matulich/Woolley/Budd/Andrews
16.	January 23, 1987	Matulich/Woolley/Budd/Andrews	Submit approved (ER) Equipment Replacement forms to Mr. Woolley and notify those who made requests of any changes
17.	January 23, 1987	Matulich/Woolley/Budd/Andrews	Submit approved (NE) New Equipment forms to Mr. Woolley and notify those who made requests of any changes
18.	January 23, 1987	Matulich/Woolley/Budd/Andrews	Submit approved (EM) Equipment Maintenance request forms to Mr. Woolley and notify those who made requests of any changes
19.	January 30, 1987	Matulich/Woolley/Budd/Andrews	Submit approved Supply/Services request forms to Mr. Woolley and notify those who made requests of any changes
20	February 1, 1987	Computer Services	IFIS Budget System completely operational
21.	February 4, 1987	Woolley	Notify Budget Advisory Committee of meeting February 12, 1987

Step	Date	Action Required By	What Will Be Done
22.	February 12, 1987	Budget Advisory Committee/Woolley	Meeting in Board Room 3:30 p.m. to review budget progress and receive income information contained in Governor's Budget
23.	February 20, 1987	Woolley	All object 1000 and 2000 requests will have been input into budget system
24.	February 27, 1987	Woolley	(ER) Equipment Replacement, (NE) New Equipment and (EM) Equipment Maintenance requests will have been input into budget system
25.	March 13, 1987	Woolley	(RA) Remodel/Alterations (Major & Minor Caps) and Supply/Services Requests will have been input into budget system
26.	March 16, 1987	Computer Services	Requested Budget Print-out to Mr. Woolley
27.	March 23, 1987	Woolley	Requested Budget to all administrators and Budget Advisory Committee
28.	March 24, 1987	Matulich/Woolley/ Budd/Andrews	Will begin discussions of Requested Budget with staff
29.	April 1, 1987	Woolley	Will notify Budget Advisory Committee Members of meeting April 16, 1987
30.	April 16, 1987	Budget Advisory Committee Members	Meeting in Board Room 3:30 p.m. to review Requested Budget
31.	May 5, 1987	Matulich/Woolley/ Budd/Andrews	Will meet from 9:00 a.m. until 2:00 p.m. to prepare Tentative Budget for presentation to the Supt.
32.	May 20, 1987	Woolley	Will notify Budget Avisory Committee members of meeting May 28, 1987
33.	May 20, 1987	Matulich/Woolley/ Budd/Andrews	Will present the Tentative Budget to the Supt. 9:00 a.m. until 2:00 p.m.
34.	May 21, 1987	Matulich/Woolley/ Budd/Andrews	Notify respective staff of any budget changes in Preliminary Budget

Step	Date	Action Required By	What Will Be Done
35.	May 22, 1987	Woolley	Tentative Budget changes input into budget system
36.	May 28, 1987	Budget Advisory Committee Members	Meeting in Board Room 3:30 p.m.
37.	May 28, 1987	Administrators	Receive copies of Tentative Budget
38.	June 10, 1987	Woolley	Pre-Board report on Tentative Budget
39.	June 16, 1987	Board of Trustees	Adopt Tentative Budget
40.	June 26, 1987	Matulich/Woolley/ Budd/Andrews	Will meet from 9:00 a.m. until 2:00 p.m. to prepare Pre-Final Budget for presentation to Supt.
41.	July 1, 1987	Matulich/Woolley/ Budd/Andrews	Notify respective staff of budget changes in Pre-Final Budget
42.	July 15, 1987	Matulich/Woolley/ Budd/Andrews	Will present the Pre-Final Budget to the Supt. 10:30 a.m. until 1:30 p.m.
43.	July 31, 1987	Superintendent/Matulich Woolley/Budd/Andrews	9:00 a.m. to 2:00 p.m. Final Budget discussion
44.	August 3, 1987	Matulich/Woolley/ Budd/Andrews	Notify respective staff of any budget changes in the Final Budget
45.	August 14, 1987	Woolley	Final Budget changes input into budget system
46.	August 14, 1987	Woolley/Garrett	Completion of 1986-87 Actual CCFS 311
47.	August 25, 1987	Woolley/Garrett	Completion of CCFS 311
48.	August 25, 1987	Woolley	Public Inspection of Proposed Final Budget
49.	September 1, 1987	Board of Trustees	Hold Public Hearing on Final Budget
50.	September 1, 1987	Board of Trustees	Adopt Final Budget
51.	September 2, 1987	Woolley	Distribute copies of Final Budget

1986-87

RIVERSIDE COMMUNITY COLLEGE DISTRICT

BUDGET

Mr. Leroy E. Gren, President

Mrs. Frances Nelson, Vice President
Dr. Wilfred Airey, Secretary
Mr. Alan D. Pauw, Member
Mr. Les Richter, Member

presented by

Dr. Charles A. Kane, Superintendent/President

RIVERSIDE COMMUNITY COLLEGE DISTRICT
FINAL BUDGET
1986-87 BUDGET YEAR
(July 1, 1986 - June 30, 1987)

This highly participative developed budget is presented in a manner prescribed by the State of California Accounting Manual for Community Colleges and is presented in two sections: The front portion contains background and summary information; the back portion is a detailed line-by-line location or management responsibility budget. The location sequence budget groups various programs into cost centers and details what type of expenditures will be made, such as salaries, supplies, etc. An index for the location sequence codes is found on page xxii. These program budgets contain information from all major funding areas involved in the programs, such as General Fund, Cafeteria fund, etc.

Gordon R. Woolley Jr.
Assistant Supt./Business Manager

RIVERSIDE COMMUNITY COLLEGE DISTRICT
COMMENTS TO THE 1986-87 FINAL BUDGET

A. GENERAL FUND

The 1986-87 State Budget contains additional funds for the community colleges of the state. This year cannot be classified as a great year, but it is better than we have had in the past as far as having adequate funding from the state. This year starts with a great deal of debate in the state as to how community colleges should be governed, as well as how they should be financed. Reading this budget one should be aware that this is the last year for our current method of funding, and legislation will be needed to continue as we now are or some other method of funding. There are many recommendations being put before the colleges and the legislature for future ways to fund the colleges. To give the reader some idea of potential changes: Replacing ADA for FTE and using differential funding.

Features of the funding for 1986-87:

1. The District has not had a growth in our ADA for several years, however, this year we are anticipating receiving state funding for two hundred and twenty ADA more than the prior year. It is anticipated that two hundred and ten of this ADA will be credit and ten will be non-credit ADA. The district's adult population change percentage has been determined to be 4.49% which would allow for funded growth of approximately three hundred and forty-four ADA.

2. The percentage arrived at by the Governor and the Legislature for a cost of living allowance (COLA) is five and seventy seven hundreds (5.77%). This will be added to our district based on the statewide average revenue per ADA because our district's revenues are below the statewide average. This is a method of helping low revenue districts receive some small equalization. All help is appreciated.

3. The Budget Act of 1986 requires a revision in the equalization formula. This new plan has not been published yet and is to be proposed by the State Chancellor and approved by the State Director of Finance. The state as a whole has approximately eight and one-half million for this purpose. Our best estimate for our district is approximately three hundred thousand dollars.

4. Two very important changes occurred in the Budget Act of 1986. These will affect funding for deferred maintenance projects and instructional equipment. Any funding in these areas will depend on the passage of the General Obligation Bond proposition in November. Income is estimated for the deferred maintenance program only and, after the vote in November, instructional equipment will be reviewed again where an augmentation will hopefully be possible.

5. A new term is being used to identify funds that are to assist districts that have been declining in ADA. This term is "stability." Again, the Budget Act included something different. Stability funds are dependent on the transfer of PERS funds to the State General Fund. Estimating what the district might receive under these circumstances is very difficult. We also have received word that these funds will be adjusted by an offset to reflect an overlap of growth funds should a district grow in ADA in 1986-87. No funds from this source have been added to the budget.

B. IMPLEMENTATION OF NEW BUDGET AND ACCOUNTING MANUAL

The new Budget and Accounting Manual is an effort to update and improve the accounting procedures of the California Community Colleges. The goal has been to make those changes necessary to achieve greater conformance with generally accepted governmental accounting principles, to promote greater consistency and validity of reporting financial data. Several significant changes are listed below.

1. Within the General Fund (the fund used to account for transactions that are general in nature) there will be two parts. Part A is for funds that are unrestricted and available for general purposes. Part B is used to account for resources that are specifically restricted by law, donors or other outside agencies.

2. Internal cost centers were changed for the 1985-86 Budget to have cost centers to the course level. It was determined as the 1986-87 Budget was being developed that having cost centers to the course level was not necessary and to have data to the program level would be better. This change would be a more uniform procedure.

C. HOW TO READ THE BUDGET BOOK

1. The District's budget format follows the California Community College Budget and Accounting Manual as adopted by the Board of Governors. Major objects of expenditure classifications are identified in the summary information sheet showing the previous year's expenditures and revenue and the 1986-87 Budget.

2. The District's organizational structure is identified as "cost centers" with the decision-makers having their "program" budgets. For administrative purposes the various expenditure funds are separately identified but listed together for the convenience of the decision-makers. A list of the "cost centers" is found on the last page of the summary information.

D. PREPARATION OF BUDGET REQUESTS

1. In October of each year we begin development of the next year's budget by selection of the Budget Advisory Committee. During November, personnel requests, new and replacement equipment, equipment maintenance and remodel/alteration forms are distributed. These types of requests generally take a great deal of costing and justification, which necessitates getting an early start. Other budget items are computerized and these requests are distributed in December.

2. Formal action is first taken by the Board of Trustees in June of each year. This is actually the third revision of the budget which then has two further changes leading to final adoption in September. These various stages of budget development are reflected in the detailed section of the budget.

343

RIVERSIDE COMMUNITY COLLEGE DISTRICT
GENERAL FUND 100 - INCOME

FINAL BUDGET
1986-87

		1985-86 Actual		1986-87 Current Budget	
1.0	ADJUSTED NET BEGINNING BALANCE, JULY 1				
	Unrestricted	2,178,334		2,588,299	
	Restricted:				
	Parking	(6,690)		99,744	
	Campus Development	195,558		(126,471)	
	Health Fee	93,492	2,460,694	-0-	2,561,572
2.0	FEDERAL INCOME FROM FEDERAL SOURCES				
2.1	Student Financial Aid:				
2.1.1	PELL Grant Administration	3,960		4,000	
2.1.2	HEW College Work Study Grant	95,875		146,607	
2.1.3	HEW College Work Study Prior Yr. Carry-over	14,493		14,769	
2.1.4	SEOG Grant Administration	3,730		5,058	
2.2	Vocational Education Act:				
2.2.1	VEA Grant	194,107		218,814	
2.2.2	VEA Prior Yr. Carry-over	9,379		52,860	
2.3	Veterans Report Fee	4,217		4,200	
2.4	Veterans Cost of Instruction:				
2.4.1	VCIP Grant	8,807		10,018	
2.4.2	VCIP Prior Yr. Carry-over	1,034		2,070	
	Total 2.0		335,602		458,396
3.0	STATE INCOME				
3.1	Principal Apportionment	12,506,336		13,720,652	
3.2	Handicapped Allowance	202,744		202,000	
3.3	Extended Opportunity Program	102,738		113,944	
3.4	Extended Opportunity Program & Carry-over	-0-		31,095	
3.5	Tax Relief Subvention	200,149		200,000	

FINAL BUDGET
1986-87

		1985-86 Actual		1986-87 Current Budget	
3.0	STATE INCOME - (Cont)				
3.6	Deferred Maintenance	117,823		50,800	
3.7	Trailer Coach Fees	19,648		20,000	
3.8	Equipment Replacement	312,433		-0-	
3.9	Foster Parenting Grant	13,500		15,000	
3.10	Faculty Inservice Training Grant	49,792		14,424	
3.11	Employment Training Panel/Business Labor Council	124,867		1,500,000	
3.12	BOG Financial Assistance	85,009		85,000	
3.13	Lottery	960,389		960,000	
3.14	Other	-0-		7,084	
	Total 3.0		14,695,428		16,919,999
4.0	LOCAL INCOME				
4.1	Taxes Including Prior Year	5,237,343		5,873,683	
4.2	Sales - Obsolete Equip., etc.	5,180		5,000	
4.3	Interest	215,434		225,000	
4.4	Nonresident Student Fees	421,437		430,000	
4.5	Parking Fees and Fines	310,970		318,411	
4.6	Cosmetology Patron Fees	116,493		120,000	
4.7	Lost Library Books, Transcripts, etc.	16,991		20,000	
4.8	Community Use of Facilities	31,342		35,000	
4.9	Community Activities Program, Recreation Spec. Events	158,725		155,000	
4.10	Student Fees:				
	4.10.1 Drop Fees	105,003		105,000	
	4.10.2 Enrollment Fees	996,001		1,020,000	
4.11	Contract Education	25,530		-0-	
4.12	City of Riverside	349,386		600,000	
4.13	Community Support--Arroyo	-0-		220,000	
4.14	Community Development Block Grant	-0-		16,500	

RIVERSIDE COMMUNITY COLLEGE DISTRICT
GENERAL FUND 100 - INCOME (Cont)

FINAL BUDGET
1986-87

	1985-86 Actual		1986-87 Current Budget	
4.0 LOCAL INCOME - (Cont)				
4.15 Nursing Grant	45,000		45,000	
4.16 All Saints Church - Parking Lot	11,000		-0-	
4.17 Other	3,008		4,589	
Total 4.0		8,048,843		9,193,183
TOTAL INCOME EXCLUSIVE OF ADJUSTED NET BEGINNING BALANCE		23,079,873		26,571,578
TOTAL INCOME INCLUDING ADJUSTED NET BEGINNING BALANCE		25,540,567		29,133,150

RIVERSIDE COMMUNITY COLLEGE DISTRICT
GENERAL FUND 100 - EXPENDITURES

FINAL BUDGET
1986-87

Account No.		1985-86 Actual		1986-87 Current Budget	
1100	Teaching, Regular Contract Salary Schedule	5,469,068		5,795,397	
1200	Non-Teaching, Regular Contract Salary Schedule	1,716,430		2,021,921	
1300	Teaching, Other Non-Regular	2,398,197		2,249,145	
1400	Certificated Salary Other Non-Teaching	145,145		208,168	
	Total Certificated Salaries		9,728,840		10,274,631
2100	Non-Instruction, Regular Full Time	3,150,826		3,469,393	
2200	Instructional Aides, Regular Full Time	275,391		304,400	
2300	Classified Salaries, Other Non-Instruction	422,971		454,404	
2400	Instructional Aides, Other	1,033		1,600	
	Total Classified Salaries		3,850,221		4,229,797
3000	Staff Employee Benefits		2,787,520		3,251,493
4000	Books and Supplies		951,790		1,054,792
5000	Other Operation Expenses and Services		3,312,582		5,694,680
6000	Sites, Buildings, New and Replacement Equipment		2,285,546		2,322,192
7300	Interfund Transfer-Child Development	62,497		39,664	
7900	Appropriation for Contingencies:				
	Unrestricted	-0-		1,723,854	
	Restricted - General Reserve	-0-		500,000	
	Parking	-0-		42,047	
	Total Other Outgo		62,497		2,305,565
	TOTAL FUND 100		22,978,996		29,133,150

RIVERSIDE COMMUNITY COLLEGE DISTRICT
STUDENT FINANCIAL AID FUND 330 - INCOME

FINAL BUDGET
1986-87

	1985-86 Actual		1986-87 Current Budget	
1.0 ADJUSTED NET BEGINNING BALANCE, JULY 1		-0-		-0-
2.0 FEDERAL INCOME				
2.1 PELL Grant	693,977		800,000	
2.2 SEOG Grant	74,596		101,161	
Total 2.0		768,573		901,161
3.0 STATE INCOME				
3.1 Extended Opportunity Program	40,876		56,780	
3.2 Extended Opportunity Program & Carry-over	-0-		5,000	
Total 3.0		40,876		61,780
TOTAL INCOME EXCLUSIVE OF ADJUSTED NET BEGINNING BALANCE		809,449		962,941
TOTAL INCOME INCLUDING ADJUSTED NET BEGINNING BALANCE		809,449		962,941

RIVERSIDE COMMUNITY COLLEGE DISTRICT
STUDENT FINANCIAL AID FUND 330 - EXPENDITURES

FINAL BUDGET
1986-87

Account No.		1985-86 Actual	1986-87 Current Budget
7520	Student Financial Grants	809,449	962,941
	TOTAL FUND 330	809,449	962,941

RIVERSIDE COMMUNITY COLLEGE DISTRICT
CAFETERIA FUND 600 - INCOME

FINAL BUDGET
1986-87

		1985-86 Actual		1986-87 Current Budget	
1.0	ADJUSTED NET BEGINNING BALANCE, JULY 1		28,748		42,251
2.0	SALES				
2.1	Food Service Sales - Cafeteria	367,641		368,728	
2.2	Food Service Sales - Tigers Den	149,722		150,000	
2.3	Vending Sales	112,598		113,000	
2.4	Concessions	19,028		20,000	
2.5	Other	2,700		1,000	
	Total 2.0		651,689		652,728
3.0	INTEREST				
3.1	Interest	8,909		8,000	
	Total 3.0		8,909		8,000
4.0	INTERFUND TRANSFER				
4.1	Bookstore Fund	100,000		100,000	
	Total 4.0		100,000		100,000
	TOTAL INCOME EXCLUSIVE OF ADJUSTED NET BEGINNING BALANCE		760,598		760,728
	TOTAL INCOME INCLUDING ADJUSTED NET BEGINNING BALANCE		789,346		802,979

RIVERSIDE COMMUNITY COLLEGE DISTRICT
CAFETERIA FUND 600 - EXPENDITURES

FINAL BUDGET
1986-87

Account No.		1985-86 Actual	1986-87 Current Budget
2000	Classified Salaries	266,364	243,138
3000	Employee Benefits	76,652	98,761
4000	Cost of Goods Sold, Supplies	304,712	319,225
5000	Other Operation Expenses and Services	32,835	38,474
6000	Remodel and Equipment	66,532	19,800
7000	Contingency	-0-	83,581
	TOTAL FUND 600	747,095	802,979

RIVERSIDE COMMUNITY COLLEGE DISTRICT
CHILD DEVELOPMENT FUND 700 - INCOME

FINAL BUDGET
1986-87

	1985-86 Actual		1986-87 Current Budget	
1.0 ADJUSTED NET BEGINNING BALANCE, JULY 1		9,461		23,373
2.0 FEDERAL INCOME				
2.1 Lunch Program	10,745		11,000	
Total 2.0		10,745		11,000
3.0 STATE INCOME				
3.1 Bailout	83,714		84,561	
3.2 Children Center Apportionment	28,079		28,079	
Total 3.0		111,793		112,640
4.0 LOCAL INCOME				
4.1 Parent Fees	1,125		1,500	
4.2 Interest	3,602		3,000	
4.3 Other	306		500	
Total 4.0		5,033		5,000
5.0 INTERFUND TRANSFER				
5.1 General Fund	62,497		39,664	
Total 5.0		62,497		39,664
TOTAL INCOME EXCLUSIVE OF ADJUSTED NET BEGINNING BALANCE		190,068		168,304
TOTAL INCOME INCLUDING ADJUSTED NET BEGINNING BALANCE		199,529		191,677

RIVERSIDE COMMUNITY COLLEGE DISTRICT
CHILD DEVELOPMENT FUND 700 - EXPENDITURES

FINAL BUDGET
1986-87

Account No.		1985-86 Actual	1986-87 Current Budget
1000	Certificated Salaries	67,880	71,238
2000	Classified Salaries	44,256	46,211
3000	Staff Employee Benefits	26,699	27,453
4000	Books and Supplies	18,936	22,910
5000	Other Operation Expenses and Services	7,997	10,900
6000	New and Replacement Equipment	10,388	2,965
7000	Contingency	-0-	10,000
	TOTAL FUND 700	176,156	191,677

RIVERSIDE COMMUNITY COLLEGE DISTRICT
SELF INSURANCE FUND 900 - INCOME

FINAL BUDGET
1986-87

		1985-86 Actual		1986-87 Current Budget	
1.0	ADJUSTED NET BEGINNING BALANCE, JULY 1		939,829		934,980
2.0	LOCAL INCOME				
2.1	Interest	67,347		75,000	
2.2	Self Insurance Health Plan from General Fund	119,460		-0-	
	Total 2.0		186,807		75,000
	TOTAL INCOME EXCLUSIVE OF ADJUSTED NET BEGINNING BALANCE		186,807		75,000
	TOTAL INCOME INCLUDING ADJUSTED NET BEGINNING BALANCE		1,126,636		1,009,980

RIVERSIDE COMMUNITY COLLEGE DISTRICT
SELF INSURANCE FUND 900 - EXPENDITURES

FINAL BUDGET
1986-87

Account No.		1985-86 Actual	1986-87 Current Budget
3400	Employee Benefits - Health and Welfare	182,826	250,000
4000	Books and Supplies	-0-	4,000
5400	Insurance Deductibles	304	100,000
5600	Repairs by Vendors	-0-	23,000
5800	Other Services	-0-	2,000
6000	Equipment Replacement	8,526	100,000
7900	Contingency	-0-	530,980
	TOTAL FUND 900	191,656	1,009,980

RIVERSIDE COMMUNITY COLLEGE DISTRICT
BOOKSTORE FUND 960 - INCOME

FINAL BUDGET
1986-87

	1985-86 Actual		1986-87 Current Budget	
1.0 ADJUSTED NET BEGINNING BALANCE, JULY 1		663,735		802,199
2.0 LOCAL INCOME				
2.1 Sales	1,743,763		1,744,493	
2.2 Interest	41,442		30,000	
2.3 Miscellaneous	424		1,000	
Total 2.0		1,785,629		1,775,493
TOTAL INCOME EXCLUSIVE OF ADJUSTED NET BEGINNING BALANCE		1,785,629		1,775,493
TOTAL INCOME INCLUDING ADJUSTED NET BEGINNING BALANCE		2,449,364		2,577,692

RIVERSIDE COMMUNITY COLLEGE DISTRICT
BOOKSTORE FUND 960 - EXPENDITURES

FINAL BUDGET
1986-87

Account No.		1985-86 Actual	1986-87 Current Budget
2000	Classified Salaries	155,163	189,531
3000	Employee Benefit	51,801	56,160
4000	Cost of Goods Sold, Supplies	1,298,224	1,313,229
5000	Other Operating Expense	18,477	26,772
6000	Remodel, New and Replacement Equipment	23,500	82,000
7300	Interfund Transfer - Cafeteria Fund	100,000	100,000
7900	Contingency	-0-	810,000
	TOTAL FUND 960	1,647,165	2,577,692

RIVERSIDE COMMUNITY COLLEGE DISTRICT

FINAL BUDGET

1986-87

INCOME AND EXPENDITURE SUMMARY

Fund No.	Name of Fund	Amount
100	General	29,133,150
330	Student Financial Aid	962,941
600	Cafeteria	802,979
700	Child Development	191,677
900	Self Insurance	1,009,980
960	Bookstore	2,577,692
	Grand Total	34,678,419

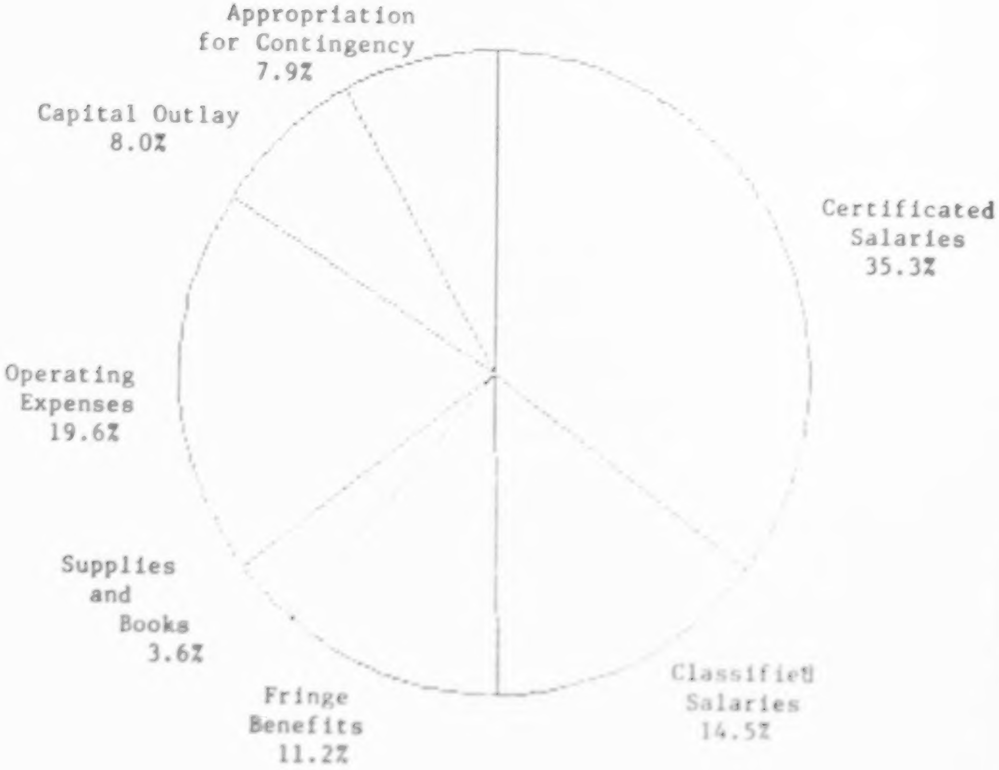
RIVERSIDE COMMUNITY COLLEGE DISTRICT
GENERAL FUND BUDGET
1986-87

	BUDGET FUNDING SOURCE					
	General Purpose	Community Service	Parking Service	Campus Development	Categorical Programs	Total
INCOME						
Adj. Net Beginning Bal. July 1, 1986	2,588,299	-0-	99,744	(126,471)*	-0-	2,561,572
Federal Income	23,753	-0-	-0-	-0-	434,643	458,396
State Income	14,981,499	15,000	-0-	50,800	1,872,700	16,919,999
Local Income	7,848,272	190,000	318,411	836,500	-0-	9,193,183
Total Income	22,853,524	205,000	318,411	887,300	2,307,343	26,571,578
Available Beginning Balance and Income	25,441,823	205,000	418,155	760,829	2,307,343	29,133,150
EXPENDITURES AND CONTINGENCY						
Certificated Salaries	9,936,906	154,348	-0-	-0-	183,377	10,274,631
Classified Salaries	3,358,947	213,156	92,428	-0-	186,462	3,850,993
Student Help	105,425	5,775	10,000	-0-	257,604	378,804
Employee Benefits	3,056,582	72,682	25,875	-0-	96,354	3,251,493
Supplies	913,177	97,950	15,750	-0-	27,915	1,054,792
Other Operating Expenses	4,013,647	136,060	14,175	-0-	1,530,798	5,694,680
Capital Outlay	803,433	2,488	217,880	1,190,300	108,091	2,322,192
Other Outgo	39,664	-0-	-0-	-0-	-0-	39,664
Total Expenditures	22,227,781	682,459	376,108	1,190,300	2,390,601	26,867,249
Adjustment	990,188	(477,459)		(429,471)	(83,258)	-0-
Contingency	2,223,854**	-0-	42,047	-0-	-0-	2,265,901
Total Expenditures and Contingency	25,441,823	205,000	418,155	760,829	2,307,343	29,133,150

* Negative Beginning Balance due to 1985-86 Arroyo Project expenditures in excess of anticipated reserve

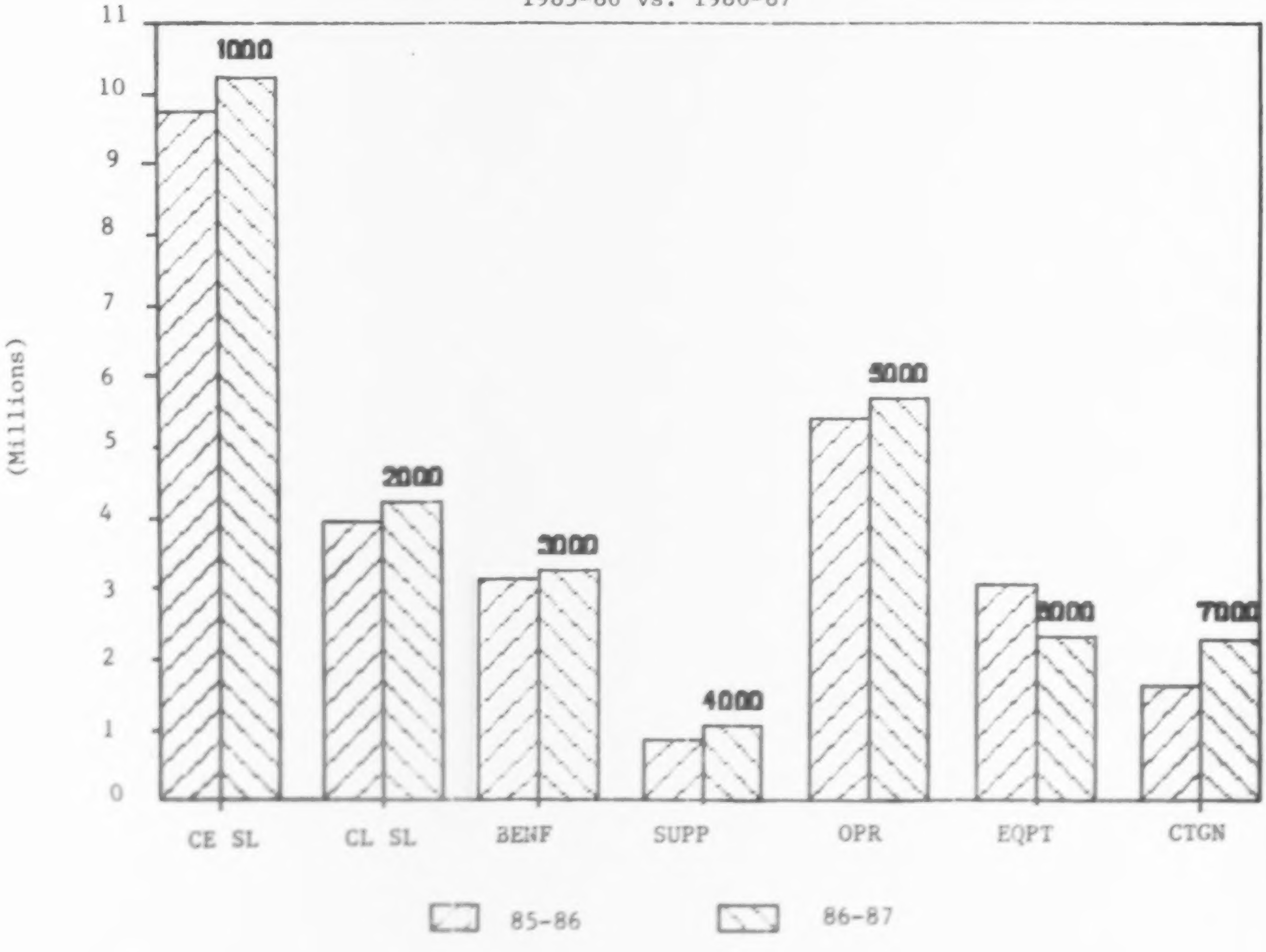
** Includes Board Restricted General Reserve of $500,000

1986-87 GENERAL FUND EXPENDITURES



GENERAL FUND COMPARISONS BY OBJECT CODE

1985-86 vs. 1986-87



RIVERSIDE COMMUNITY COLLEGE DISTRICT
LOCATION SEQUENCE CODES INDEX
1986-87

Code †	Description	Code †	Description
AAX	Superintendent/President	JAX	Academic Services
ACX	Personnel Management	JBX	Continuing Education and Special Programs
ADX	College Planning and Development	JCX	Occupational Education
CAX	Deputy Superintendent	JDX	Learning Resources Center
DCX	Student Support Services	JEX	Performing and Fine Arts
DEX	Admissions	JFX	Humanities and Social Sciences
DGX	Athletics - Men	JGX	Counseling
DHX	Athletics - Women	JJX	Natural Sciences
DKX	Food Services	JKX	Physical Education
DMX	Bookstore	JNX	Trade and Industry
GAX	Business Manager	JPX	Business Education
GBX	Business Services	JRX	Administration of Justice
GCX	Fiscal Operations	JSX	Cosmetology
GEX	Maintenance and Operations	JTX	Nursing Instruction

† Alpha character in third position indicates one of the following:

X = General or Primary Operation
A = Non Credit
B = Contract
C = Community Service
D = Day Overload
E = Evening
S = Summer
T = Television

```
BDBUDGT003-00   1986/87 RIVERSIDE COMMUNITY COLLEGE DISTRICT FINAL BUDGET                      LOCATION SEQUENCE        PAGE 257   08/26/86
==========================================================================================================================================
FILE                                                                                  #REQUESTED  #PRELIMNARY#TENTATIVE  #PUBLICATN #   FINAL
REF.  FUND LOC TOPS      SPP OBJECT DESCRIPTION                                       # 03/21/86    04/30/86    06/04/86    07/25/86     08/26/86
==========================================================================================================================================
        LOC      JFX      HUMANITIES & SOCIAL SCIENCES                                #           #           #           #           #
        TOPS     0602000  JOURNALISM (INCL NEWS GATHERING & PUBLIC INFO)              #           #           #           #           #
        FUND     100      GENERAL                                                     #           #           #           #           #
                                                                                      #           #           #           #           #
         100  JFX 0602000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING            #           #           #           #           #     37,847
                ******************************************************************** #           #           #           #           #
                *ITM DESCRIPTION                          %-QTY  UNIT-COST  ITEM-COST #           #           #           #           #
                ******************************************************************** #           #           #           #           #
04784           *  1.ASSOC PROF      SCHMITZ         JE  100                  37,847 #           #           #           #           #
                ******************************************************************** #           #           #           #           #
                                                                                      #           #           #           #           #
                                                                                      #           #           #           #           #
         100  JFX 0602000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING             #           #           #           #           #        338
                ******************************************************************** #           #           #           #           #
                *ITM DESCRIPTION                          %-QTY  UNIT-COST  ITEM-COST #           #           #           #           #
                ******************************************************************** #           #           #           #           #
10351           *  1.DEPT CHAIRMAN  SEMONELLA        GJ                          338 #           #           #           #           #
                ******************************************************************** #           #           #           #           #
                                                                                      #           #           #           #           #
                                                    1000 OBJECT TOTAL                 #           #           #           #           #     38,185
                                                                                      #           #           #           #           #
                                                                                      #           #           #           #           #
         100  JFX 0602000 000 4320 DIRECT PURCHASE INSTRUCTIONAL SUPPLIES             #           #           #           #       100#        100
                ******************************************************************** #           #           #           #           #
                *ITM DESCRIPTION                          %-QTY  UNIT-COST  ITEM-COST #           #           #           #           #
                ******************************************************************** #           #           #           #           #
04790           *  1.MATERIALS FOR VIEWPOINTS                                    100 #           #           #           #           #
                ******************************************************************** #           #           #           #           #
                                                                                      #           #           #           #           #
                                                    4000 OBJECT TOTAL                 #           #           #           #       100#        100
                                                                                      #           #           #           #           #
                                                                                      #           #           #           #           #
         100  JFX 0602000 000 6491 OTHER EQUIPMENT INSTRUCTIONAL                      #           #           #           #       424#        424
                ******************************************************************** #           #           #           #           #
                *ITM DESCRIPTION                          %-QTY  UNIT-COST  ITEM-COST #           #           #           #           #
                ******************************************************************** #           #           #           #           #
09633           *  1.DRAFTING TABLE                           1      1,272            #           #           #           #           #
09634           *  2.MODEM                                    1        424            #           #           #           #           #
09635           *  3.MODEM SOFTWARE                           1        265            #           #           #           #           #
09636           *  4.CROSS TALK SOFTWARE                      1        265            #           #           #           #           #
10863           *  5.MEMORY UPGRADE BD                        2        200        424 #           #           #           #           #
                ******************************************************************** #           #           #           #           #
                                                                                      #           #           #           #           #
                                                    6000 OBJECT TOTAL                 #           #           #           #       424#        424
                                                    100  FUND   TOTAL                 #           #           #           #       524#     38,709
                                                    0602000 TOPS    TOTAL             #           #           #           #       524#     38,709
------------------------------------------------------------------------------------------------------------------------------------------
```

384

385

```
==========================================================================================================================================
FILE                                                                            #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                                   # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
==========================================================================================================================================
     LCC     JFX     HUMANITIES & SOCIAL SCIENCES                               #          #           #          #          #
     TOPS    0801000 EDUCATION, GENERAL (PREPROFESSIONAL) (TRANSFR)             #          #           #          #          #
     FUND    100     GENERAL                                                    #          #           #          #          #
                                                                                #          #           #          #          #
      100 JFX 0801000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING           #       226#        226#       226#          #          226
           *********************************************************************#          #           #          #          #
           *ITM DESCRIPTION                         %-QTY  UNIT-COST  ITEM-COST #          #           #          #          #
           *********************************************************************#          #           #          #          #
10323      *  1.DEPT CHAIRMAN  ROYCE          JA                            226 #          #           #          #          #
           *********************************************************************#          #           #          #          #
                                                                                #          #           #          #          #
                                                         1000 OBJECT TOTAL      #       226#        226#       226#          #          226
                                                         100  FUND   TOTAL      #       226#        226#       226#          #          226
                                                         0801000 TOPS    TOTAL  #       226#        226#       226#          #          226
------------------------------------------------------------------------------------------------------------------------------------------

     TOPS    1101000 FOREIGN LANGUAGE, GENERAL                                  #          #           #          #          #
     FUND    100     GENERAL                                                    #          #           #          #          #
                                                                                #          #           #          #          #
      100 JFX 1101000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING           #          #           #          #          #          677
           *********************************************************************#          #           #          #          #
           *ITM DESCRIPTION                         %-QTY  UNIT-COST  ITEM-COST #          #           #          #          #
           *********************************************************************#          #           #          #          #
05112      *  1.DEPT CHAIRMAN  KRIVANEK       KA                            677 #          #           #          #          #
           *********************************************************************#          #           #          #          #
                                                                                #          #           #          #          #
                                                         1000 OBJECT TOTAL      #          #           #          #          #          677
                                                                                #          #           #          #          #
                                                                                #          #           #          #          #
05115 100 JFX 1101000 000 4320 DIRECT PURCHASE INSTRUCTIONAL SUPPLIES           #          #           #          #       150#          150
                                                                                #          #           #          #          #
                                                                                #          #           #          #          #
05118 100 JFX 1101000 000 4545 POSTAGE                                          #          #           #          #        10#           10
                                                                                #          #           #          #          #
                                                                                #          #           #          #          #
05121 100 JFX 1101000 000 4550 OFFICE SUPPLIES                                  #          #           #          #        50#           50
                                                                                #          #           #          #          #
                                                                                #          #           #          #          #
05124 100 JFX 1101000 000 4556 COPYING                                          #          #           #          #       200#          200
                                                                                #          #           #          #          #
                                                                                #          #           #          #          #
05127 100 JFX 1101000 000 4557 PRINTING                                         #          #           #          #        50#           50
                                                                                #          #           #          #          #
                                                         4000 OBJECT TOTAL      #          #           #          #       460#          460
                                                                                #          #           #          #          #
                                                                                #          #           #          #          #
```

```
==============================================================================================================================
FILE                                                                 #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICAIN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                        # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
==============================================================================================================================
      LOC     JFX      HUMANITIES & SOCIAL SCIENCES                  #          #          #          #          #
      TOPS    1101000 FOREIGN LANGUAGE, GENERAL                      #          #          #          #          #
      FUND    100      GENERAL                                       #          #          #          #          #
                                                                     #          #          #          #          #
05136 100 JFX 1101000 000 5631 FILM RENTAL                           #          #          #          #        75#         75
                                                                     #          #          #          #          #
                                             5000 OBJECT TOTAL       #          #          #          #        75#         75
                                             100  FUND    TOTAL      #          #          #          #       535#      1,212
                                             1101000 TOPS    TOTAL   #          #          #          #       535#      1,212
------------------------------------------------------------------------------------------------------------------------------

      TOPS    1102000 FRENCH                                         #          #          #          #          #
      FUND    100      GENERAL                                       #          #          #          #          #
                                                                     #          #          #          #          #
      100 JFX 1102000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #        #          #          #          #     38,773
            *********************************************************#          #          #          #          #
            *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #  #          #          #          #
            *********************************************************#          #          #          #          #
05142       * 1.ASSOC PROF      TOSSOUNIAN       J   100               38,773 #  #          #          #          #
            *********************************************************#          #          #          #          #
                                                                     #          #          #          #          #
                                             1000 OBJECT TOTAL       #          #          #          #          #     38,773
                                             100  FUND    TOTAL      #          #          #          #          #     38,773
                                             1102000 TOPS    TOTAL   #          #          #          #          #     38,773
------------------------------------------------------------------------------------------------------------------------------

      TOPS    1103000 GERMAN                                         #          #          #          #          #
      FUND    100      GENERAL                                       #          #          #          #          #
                                                                     #          #          #          #          #
      100 JFX 1103000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #        #          #          #          #      9,272
            *********************************************************#          #          #          #          #
            *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #  #          #          #          #
            *********************************************************#          #          #          #          #
05145       * 1.ASSOC PROF      KRIVANEK         KA   25                9,272 #  #          #          #          #
            *********************************************************#          #          #          #          #
                                                                     #          #          #          #          #
                                             1000 OBJECT TOTAL       #          #          #          #          #      9,272
                                             100  FUND    TOTAL      #          #          #          #          #      9,272
                                             1103000 TOPS    TOTAL   #          #          #          #          #      9,272
------------------------------------------------------------------------------------------------------------------------------

      TOPS    1105000 SPANISH                                        #          #          #          #          #
      FUND    100      GENERAL                                       #          #          #          #          #
                                                                     #          #          #          #          #
```

```
======================================================================================================================================
FILE                                                                   #REQUESTED  #PRELIMNARY#TENTATIVE  #PUBLICATN #   FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                          # 03/21/86    04/30/86   06/04/86    07/25/86     08/26/86
======================================================================================================================================
     LOC     JFX      HUMANITIES & SOCIAL SCIENCES                     #           #           #           #           #
     TOPS    1105000  SPANISH                                          #           #           #           #           #
     FUND    100      GENERAL                                          #           #           #           #           #
                                                                       #           #           #           #           #
      100 JFX 1105000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #           #           #           #           #      98,884
              *********************************************************#           #           #           #           #
              *ITM DESCRIPTION                   %-QTY  UNIT-COST  ITEM-COST #     #           #           #           #
              *********************************************************#           #           #           #           #
05150         *  1.ASSOC PROF     HERNANDEZ      T    30            12,394 #       #           #           #           #
05149         *  2.ASSOC PROF     CORONA         F   100            42,736 #       #           #           #           #
05148         *  3.ASSOC PROF     BLANCHARD      JB  100            43,754 #       #           #           #           #
              *********************************************************#           #           #           #           #
                                                                       #           #           #           #           #
                                          1000 OBJECT TOTAL            #           #           #           #           #      98,884
                                          100  FUND   TOTAL            #           #           #           #           #      98,884
                                          1105000 TOPS    TOTAL        #           #           #           #           #      98,884
--------------------------------------------------------------------------------------------------------------------------------------

     TOPS    1199000 OTHER, SPECIFY                                    #           #           #           #           #
     FUND    100      GENERAL                                          #           #           #           #           #
                                                                       #           #           #           #           #
      100 JFX 1199000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #           #     13,260#     13,260#           #      13,260
              *********************************************************#           #           #           #           #
              *ITM DESCRIPTION                   %-QTY  UNIT-COST  ITEM-COST #     #           #           #           #
              *********************************************************#           #           #           #           #
05539         *  1.ASSOC PROF     ALEXANDER      DD   40            13,260 #       #           #           #           #
              *********************************************************#           #           #           #           #
                                                                       #           #           #           #           #
                                          1000 OBJECT TOTAL            #           #     13,260#     13,260#           #      13,260
                                          100  FUND   TOTAL            #           #     13,260#     13,260#           #      13,260
                                          1199000 TOPS    TOTAL        #           #     13,260#     13,260#           #      13,260
--------------------------------------------------------------------------------------------------------------------------------------

     TOPS    1501000 ENGLISH                                           #           #           #           #           #
     FUND    100      GENERAL                                          #           #           #           #           #
                                                                       #           #           #           #           #
      100 JFX 1501000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #           #           #           #           #     493,961
              *********************************************************#           #           #           #           #
              *ITM DESCRIPTION                   %-QTY  UNIT-COST  ITEM-COST #     #           #           #           #
              *********************************************************#           #           #           #           #
09820         *  1.ASSOC PROF     BARRICELLI     NG  100            42,299 #       #           #           #           #
05156         *  2.INSTR (REPL)    *                  80            25,479 #       #           #           #           #
05160         *  3.ASSOC PROF     JOHNSON        TM   60            26,252 #       #           #           #           #
05220         *  4.ASSOC PROF     STALLINGS      JB   40            18,084 #       #           #           #           #
05162         *  5.ASSOC PROF     ATTRIDE        HB  100            37,086 #       #           #           #           #
05163         *  6.ASSOC PROF     BURTON         R    80            28,289 #       #           #           #           #
05164         *  7.ASSOC PROF     KRIVANEK       KA   75            27,814 #       #           #           #           #
05165         *  8.ASSOC PROF     WALKER         CL   40            17,502 #       #           #           #           #
05169         *  9.ASSUC PROF     MAUL           GA   80            32,266 #       #           #           #           #
05168         * 10.ASSOC PROF     KRAUS          L   100            41,315 #       #           #           #           #
05170         * 11.ASSOC PROF     WILEY          WB  100            42,299 #       #           #           #           #
05172         * 12.ASSOC PROF     DAY            BJ   50            19,848 #       #           #           #           #
```

```
BDBUDGT003-00   1986/87 RIVERSIDE COMMUNITY COLLEGE DISTRICT FINAL BUDGET              LOCATION SEQUENCE      PAGE 261   08/26/86
==================================================================================================================================
FILE                                                                              #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS    SPP OBJECT DESCRIPTION                                      # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
==================================================================================================================================
      LOC     JFX     HUMANITIES & SOCIAL SCIENCES                                #          #          #          #          #
      TOPS    1501000 ENGLISH                                                     #          #          #          #          #
      FUND    100     GENERAL                                                     #          #          #          #          #
                                                                                  #          #          #          #          #
05226       * 13.ASSOC PROF     SEMONELLA      GJ   20                      8,263 #          #          #          #          #
10407       * 14.INST           SHERMAN        L   100                     26,716 #          #          #          #          #
10070       * 15.ASSOC PROF     BOWERS         WJ  100                     37,086 #          #          #          #          #
11394       * 16.INST           ALLEN          T   100                     31,287 #          #          #          #          #
05161       * 17.INST           MEYER          M   100                     32,076 #          #          #          #          #
            ***********************************************************************#          #          #          #          #
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
         100 JFX 1501000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING          #          #          #          #          #     1,016
            ***********************************************************************#          #          #          #          #
            *ITM DESCRIPTION                           %-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
            ***********************************************************************#          #          #          #          #
05251       *  1.DEPT CHAIRMAN  JOHNSON        TM                                677 #          #          #          #          #
05175       *  2.DEPT CHAIRMAN  SEMONELLA      GJ                                339 #          #          #          #          #
            ***********************************************************************#          #          #          #          #
                                                                                  #          #          #          #          #
                                                        1000 OBJECT TOTAL         #          #          #          #          #   494,977
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
05181 100 JFX 1501000 000 4320 DIRECT PURCHASE INSTRUCTIONAL SUPPLIES             #          #          #          #     1,000#     1,000
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
05187 100 JFX 1501000 000 4545 POSTAGE                                            #          #          #          #       100#       100
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
05190 100 JFX 1501000 000 4550 OFFICE SUPPLIES                                    #          #          #          #       150#       150
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
05193 100 JFX 1501000 000 4556 COPYING                                            #          #          #          #       700#       700
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
05196 100 JFX 1501000 000 4557 PRINTING                                           #          #          #          #       250#       250
                                                                                  #          #          #          #          #
                                                        4000 OBJECT TOTAL         #          #          #          #     2,200#     2,200
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
05199 100 JFX 1501000 000 5210 MILEAGE                                            #          #          #          #        50#        50
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
05238 100 JFX 1501000 000 5631 FILM RENTAL                                        #          #          #          #     1,900#     1,900
                                                                                  #          #          #          #          #
                                                                                  #          #          #          #          #
```

```
==============================================================================================================================
FILE                                                           #REQUESTED  #PRELIMNARY#TENTATIVE  #PUBLICATN  #   FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                  # 03/21/86    04/30/86    06/04/86    07/25/86     08/26/86
==============================================================================================================================
      LOC      JFX     HUMANITIES & SOCIAL SCIENCES            #           #           #           #           #
      TOPS     1501000 ENGLISH                                 #           #           #           #           #
      FUND     100     GENERAL                                 #           #           #           #           #
                                                               #           #           #           #           #
05208 100 JFX 1501000 000 5641 REPAIRS BY VENDORS INSTRUCTIONAL #          #           #           #        400#        400
                                                               #           #           #           #           #
                                                               #           #           #           #           #
05213 100 JFX 1501000 000 5643 REPAIR SUPPLIES INSTRUCTIONAL   #           #           #           #        100#        100
                                                               #           #           #           #           #
                                             5000 OBJECT TOTAL #           #           #           #      2,450#      2,450
                                                               #           #           #           #           #
                                                               #           #           #           #           #
      100 JFX 1501000 000 6491 OTHER EQUIPMENT INSTRUCTIONAL   #           #           #           #      9,000#      9,000
          *****************************************************#           #           #           #           #
          *ITM DESCRIPTION                 %-QTY  UNIT-COST  ITEM-COST #       #           #           #           #
          *****************************************************#           #           #           #           #
11472     *  1.PLATO SOFTWARE                          9,000     9,000 #       #           #           #           #
          *****************************************************#           #           #           #           #
                                                               #           #           #           #           #
                                             6000 OBJECT TOTAL #           #           #           #      9,000#      9,000
                                             100  FUND   TOTAL #           #           #           #     13,650#    508,627
                                             1501000 TOPS  TOTAL #         #           #           #     13,650#    508,627
------------------------------------------------------------------------------------------------------------------------------

      TOPS     1503000 COMPARATIVE LITERATURE                  #           #           #           #           #
      FUND     100     GENERAL                                 #           #           #           #           #
                                                               #           #           #           #           #
      100 JFX 1503000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #   #           #           #           #     15,139
          *****************************************************#           #           #           #           #
          *ITM DESCRIPTION                 %-QTY  UNIT-COST  ITEM-COST #       #           #           #           #
          *****************************************************#           #           #           #           #
10085     *  1.ASSOC PROF      BURTON         R    20              7,072 # #           #           #           #
09424     *  2.ASSOC PROF      MAUL           GA   20              8,067 # #           #           #           #
          *****************************************************#           #           #           #           #
                                                               #           #           #           #           #
                                             1000 OBJECT TOTAL #           #           #           #           #     15,139
                                             100  FUND   TOTAL #           #           #           #           #     15,139
                                             1503000 TOPS  TOTAL #         #           #           #           #     15,139
------------------------------------------------------------------------------------------------------------------------------

      TOPS     1504000 CLASSICS                                #           #           #           #           #
      FUND     100     GENERAL                                 #           #           #           #           #
                                                               #           #           #           #           #
```

```
==============================================================================================================================
FILE                                                                          #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                                 # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
==============================================================================================================================
     LOC     JFX     HUMANITIES & SOCIAL SCIENCES                             #         #          #          #          #
     TOPS    1504000 CLASSICS                                                 #         #          #          #          #
     FUND    100     GENERAL                                                  #         #          #          #          #
                                                                              #         #          #          #          #
      100 JFX 1504000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING        #         #          #          #          #     8,263
          *************************************************************#         #          #          #          #
          *ITM DESCRIPTION                              %-QTY  UNIT-COST  ITEM-COST #         #          #          #          #
          *************************************************************#         #          #          #          #
05157     *  1.ASSOC PROF      SEMONELLA       GJ   20                    8,263 #         #          #          #          #
          *************************************************************#         #          #          #          #
                                                                              #         #          #          #          #
                                                       1000 OBJECT TOTAL      #         #          #          #          #     8,263
                                                       100  FUND   TOTAL      #         #          #          #          #     8,263
                                                       1504000 TOPS   TOTAL   #         #          #          #          #     8,263
------------------------------------------------------------------------------------------------------------------------------

     TOPS    1506000 SPEECH, DEBATE AND FORENSIC SCIENCE                      #         #          #          #          #
     FUND    100     GENERAL                                                  #         #          #          #          #
                                                                              #         #          #          #          #
      100 JFX 1506000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING        #         #          #          #          #   134,701
          *************************************************************#         #          #          #          #
          *ITM DESCRIPTION                              %-QTY  UNIT-COST  ITEM-COST #         #          #          #          #
          *************************************************************#         #          #          #          #
05241     *  1.ASSOC PROF      STALLINGS       JB   60                   27,125 #         #          #          #          #
05243     *  2.ASSOC PROF      WALKER          CL   40                   17,501 #         #          #          #          #
05244     *  3.INSTR (REPL)     *                   20                    6,370 #         #          #          #          #
05246     *  4.ASSOC PROF      KENNEDY         PA  100                   33,974 #         #          #          #          #
05248     *  5.ASSOC PROF      DYER            DR   70                   24,942 #         #          #          #          #
05245     *  6.ASSOC PROF      SEMONELLA       GJ   60                   24,789 #         #          #          #          #
          *************************************************************#         #          #          #          #
                                                                              #         #          #          #          #
                                                       1000 OBJECT TOTAL      #         #          #          #          #   134,701
                                                                              #         #          #          #          #
                                                                              #         #          #          #          #
05263 100 JFX 1506000 000 4550 OFFICE SUPPLIES                                #         #          #          #        50#        50
                                                                              #         #          #          #          #
                                                                              #         #          #          #          #
05266 100 JFX 1506000 000 4556 COPYING                                        #         #          #          #       200#       200
                                                                              #         #          #          #          #
                                                                              #         #          #          #          #
05269 100 JFX 1506000 000 4557 PRINTING                                       #         #          #          #       100#       100
                                                                              #         #          #          #          #
                                                       4000 OBJECT TOTAL      #         #          #          #       350#       350
                                                       100  FUND   TOTAL      #         #          #          #       350#   135,051
                                                       1506000 TOPS   TOTAL   #         #          #          #       350#   135,051
------------------------------------------------------------------------------------------------------------------------------
```

```
=================================================================================================================================
FILE                                                                             #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                                    # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
=================================================================================================================================
      LOC     JFX      HUMANITIES & SOCIAL SCIENCES                              #          #          #          #          #
      TOPS    1507000 CREATIVE WRITING                                           #          #          #          #          #
      FUND    100      GENERAL                                                   #          #          #          #          #
                                                                                 #          #          #          #          #
       100 JFX 1507000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING          #          #          #          #          #      8,751
           ***************************************************************#          #          #          #          #
           *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
           ***************************************************************#          #          #          #          #
05278      * 1.ASSOC PROF       WALKER         CL   20                8,751 #          #          #          #          #
           ***************************************************************#          #          #          #          #
                                                                                 #          #          #          #          #
                                              1000 OBJECT TOTAL          #          #          #          #          #      8,751
                                              100  FUND    TOTAL          #          #          #          #          #      8,751
                                              1507000 TOPS     TOTAL       #          #          #          #          #      8,751
---------------------------------------------------------------------------------------------------------------------------------

      TOPS    1509000 PHILOSOPHY                                                 #          #          #          #          #
      FUND    100      GENERAL                                                   #          #          #          #          #
                                                                                 #          #          #          #          #
       100 JFX 1509000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING          #          #    32,460#    64,309#          #     67,210
           ***************************************************************#          #          #          #          #
           *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
           ***************************************************************#          #          #          #          #
11500      * 1.INSTR (NEW)      *                   100              31,849 #          #          #          #          #
05704      * 2.ASSOC PROF       MARQUEZ         C   100              35,361 #          #          #          #          #
           ***************************************************************#          #          #          #          #
                                                                                 #          #          #          #          #
                                                                                 #          #          #          #          #
       100 JFX 1509000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING           #       338#       338#       338#          #        338
           ***************************************************************#          #          #          #          #
           *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
           ***************************************************************#          #          #          #          #
10240      * 1.DEPT CHAIRMAN  LOMAYESVA       D                         338 #          #          #          #          #
           ***************************************************************#          #          #          #          #
                                                                                 #          #          #          #          #
                                              1000 OBJECT TOTAL          #       338#    32,798#    64,647#          #     67,548
                                              100  FUND    TOTAL          #       338#    32,798#    64,647#          #     67,548
                                              1509000 TOPS     TOTAL       #       338#    32,798#    64,647#          #     67,548
---------------------------------------------------------------------------------------------------------------------------------

      TOPS    1801000 MILITARY SCIENCE                                           #          #          #          #          #
      FUND    100      GENERAL                                                   #          #          #          #          #
                                                                                 #          #          #          #          #
```

```
=========================================================================================================================
FILE                                                                  #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS    SPP OBJECT DESCRIPTION                          # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
=========================================================================================================================
      LCC    JFX     HUMANITIES & SOCIAL SCIENCES                     #          #          #          #          #
      TOPS   1801000 MILITARY SCIENCE                                 #          #          #          #          #
      FUND   100     GENERAL                                          #          #          #          #          #
                                                                      #          #          #          #          #
       100 JFX 1801000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #        #     3,622#     3,622#          #     3,622
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
          ************************************************************#          #          #          #          #
10178     * 1.ASSOC PROF      HILL          JW  10                3,622 #        #          #          #          #
          ************************************************************#          #          #          #          #
                                                                      #          #          #          #          #
                                             1000 OBJECT TOTAL        #          #     3,622#     3,622#          #     3,622
                                             100  FUND    TOTAL       #          #     3,622#     3,622#          #     3,622
                                             1801000 TOPS    TOTAL    #          #     3,622#     3,622#          #     3,622
-------------------------------------------------------------------------------------------------------------------------

      TOPS   2001000 PSYCHOLOGY, GENERAL                              #          #          #          #          #
      FUND   100     GENERAL                                          #          #          #          #          #
                                                                      #          #          #          #          #
       100 JFX 2001000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #        #    98,259#    98,259#          #    98,259
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
          ************************************************************#          #          #          #          #
10174     * 1.COUNSELOR       HAUGH         JL  60               22,708 #        #          #          #          #
10345     * 2.ASSOC PROF      SCHNEIDER     RC  75               32,815 #        #          #          #          #
05708     * 3.ASSOC PROF      ROYCE         JA 100               42,736 #        #          #          #          #
          ************************************************************#          #          #          #          #
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
       100 JFX 2001000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING  #     226#       226#       226#          #       226
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
          ************************************************************#          #          #          #          #
05712     * 1.DEPT CHAIRMAN   ROYCE         JA                      226 #        #          #          #          #
          ************************************************************#          #          #          #          #
                                                                      #          #          #          #          #
                                             1000 OBJECT TOTAL        #       226#    98,485#    98,485#          #    98,485
                                             100  FUND    TOTAL       #       226#    98,485#    98,485#          #    98,485
                                             2001000 TOPS    TOTAL    #       226#    98,485#    98,485#          #    98,485
-------------------------------------------------------------------------------------------------------------------------

      TOPS   2201000 SOCIAL SCIENCES, GENERAL                         #          #          #          #          #
      FUND   100     GENERAL                                          #          #          #          #          #
                                                                      #          #          #          #          #
05725  100 JFX 2201000 000 4320 DIRECT PURCHASE INSTRUCTIONAL SUPPLIES  #   2,700#     2,700#     2,600#     2,600#     2,600
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
```

```
==================================================================================================================
FILE                                                          #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                 # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
==================================================================================================================
      LOC     JFX     HUMANITIES & SOCIAL SCIENCES            #          #          #          #          #
      TOPS    2201000 SOCIAL SCIENCES, GENERAL                #          #          #          #          #
      FUND    100     GENERAL                                 #          #          #          #          #
                                                              #          #          #          #          #
05734 100 JFX 2201000 000 4545 POSTAGE                        #       200#       200#       200#       200#        200
                                                              #          #          #          #          #
                                                              #          #          #          #          #
05737 100 JFX 2201000 000 4550 OFFICE SUPPLIES                #       700#       700#       700#       700#        700
                                                              #          #          #          #          #
                                                              #          #          #          #          #
05740 100 JFX 2201000 000 4556 COPYING                        #     1,500#     1,500#     1,500#     1,500#      1,500
                                                              #          #          #          #          #
                                                              #          #          #          #          #
05743 100 JFX 2201000 000 4557 PRINTING                       #       200#       200#       200#       200#        200
                                                              #          #          #          #          #
                                    4000 OBJECT TOTAL         #     5,300#     5,300#     5,200#     5,200#      5,200
                                                              #          #          #          #          #
                                                              #          #          #          #          #
05750 100 JFX 2201000 000 5210 MILEAGE                        #       100#       100#       100#       100#        100
                                                              #          #          #          #          #
                                                              #          #          #          #          #
05756 100 JFX 2201000 000 5631 FILM RENTAL                    #     1,600#     1,600#     1,600#     1,600#      1,600
                                                              #          #          #          #          #
                                                              #          #          #          #          #
05759 100 JFX 2201000 000 5641 REPAIRS BY VENDORS INSTRUCTIONAL #   1,000#     1,000#     1,000#     1,000#      1,000
                                                              #          #          #          #          #
                                                              #          #          #          #          #
05762 100 JFX 2201000 000 5643 REPAIR SUPPLIES INSTRUCTIONAL  #       100#       100#       100#       100#        100
                                                              #          #          #          #          #
                                    5000 OBJECT TOTAL         #     2,800#     2,800#     2,800#     2,800#      2,800
                                                              #          #          #          #          #
                                                              #          #          #          #          #
      100 JFX 2201000 000 6226 CONSTRUCTION CONTRACT          #     8,500#     8,500#     2,000#     2,000#      2,000
          *****************************************************#          #          #          #          #
          *ITM DESCRIPTION            %-QTY  UNIT-COST  ITEM-COST #         #          #          #          #
          *****************************************************#          #          #          #          #
10778     *  1.23 FACULTY OFFICES REMODELED      8,500          #          #          #          #          #
11506     *  2.MCDERMONT HALL PROJECTOR ROOM     2,000     2,000 #          #          #          #          #
          *****************************************************#          #          #          #          #
                                                              #          #          #          #          #
                                                              #          #          #          #          #
```

```
================================================================================================================================
FILE                                                                   #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS    SPP OBJECT DESCRIPTION                           # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
================================================================================================================================
      LOC     JFX     HUMANITIES & SOCIAL SCIENCES                     #          #          #          #          #
      TOPS    2201000 SOCIAL SCIENCES, GENERAL                         #          #          #          #          #
      FUND    100     GENERAL                                          #          #          #          #          #
                                                                       #          #          #          #          #
       100 JFX 2201000 000 6410 AUDIO-VISUAL EQUIPMENT                 #     3,000#     2,000#       500#       500#       500
           ************************************************************#          #          #          #          #
           *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
           ************************************************************#          #          #          #          #
09166      * 1.FILMS AND/OR VIDEO TAPES                    2,000      500 #       #          #          #          #
           ************************************************************#          #          #          #          #
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
       100 JFX 2201000 000 6491 OTHER EQUIPMENT INSTRUCTIONAL          #          #       309#          #          #
           ************************************************************#          #          #          #          #
           *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
           ************************************************************#          #          #          #          #
11413      * 1.QUADLINK                             1        309            #     #          #          #          #
           ************************************************************#          #          #          #          #
                                                                       #          #          #          #          #
                                      6000 OBJECT TOTAL                #    11,500#    10,809#     2,500#     2,500#     2,500
                                      100  FUND   TOTAL                #    19,600#    18,909#    10,500#    10,500#    10,500
                                      2201000 TOPS    TOTAL            #    19,600#    18,909#    10,500#    10,500#    10,500
-------------------------------------------------------------------------------------------------------------------------------

      TOPS    2202000 ANTHROPOLOGY                                     #          #          #          #          #
      FUND    100     GENERAL                                          #          #          #          #          #
                                                                       #          #          #          #          #
       100 JFX 2202000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #         #    31,585#    31,585#          #    31,585
           ************************************************************#          #          #          #          #
           *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
           ************************************************************#          #          #          #          #
05778      * 1.ASSOC PROF      JACKSON      C    60                 24,200 #      #          #          #          #
09333      * 2.ASSOC PROF      JACKSON      B    20                  7,385 #      #          #          #          #
           ************************************************************#          #          #          #          #
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
       100 JFX 2202000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING #       338#       338#       338#          #       338
           ************************************************************#          #          #          #          #
           *ITM DESCRIPTION                     %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
           ************************************************************#          #          #          #          #
05829      * 1.DEPT CHAIRMAN  JACKSON       C                          338 #      #          #          #          #
           ************************************************************#          #          #          #          #
                                                                       #          #          #          #          #
                                      1000 OBJECT TOTAL                #       338#    31,923#    31,923#          #    31,923
                                      100  FUND   TOTAL                #       338#    31,923#    31,923#          #    31,923
                                      2202000 TOPS    TOTAL            #       338#    31,923#    31,923#          #    31,923
-------------------------------------------------------------------------------------------------------------------------------
```

```
=====================================================================================================================================
FILE                                                                          #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                                 # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
=====================================================================================================================================
     LOC    JFX     HUMANITIES & SOCIAL SCIENCES                              #          #          #          #          #
     TOPS   2204000 ECONOMICS                                                 #          #          #          #          #
     FUND   100     GENERAL                                                   #          #          #          #          #
                                                                              #          #          #          #          #
      100 JFX 2204000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING        #          #    33,148#    33,148#          #    33,148
           *******************************************************************#          #          #          #          #
           *ITM DESCRIPTION                      %-QTY   UNIT-COST  ITEM-COST #          #          #          #          #
           *******************************************************************#          #          #          #          #
05784      *  1.ASST PROF      YOUNG           J   100                 33,148 #          #          #          #          #
           *******************************************************************#          #          #          #          #
                                                                              #          #          #          #          #
                                                       1000 OBJECT TOTAL      #          #    33,148#    33,148#          #    33,148
                                                       100  FUND    TOTAL     #          #    33,148#    33,148#          #    33,148
                                                       2204000 TOPS    TOTAL  #          #    33,148#    33,148#          #    33,148
-------------------------------------------------------------------------------------------------------------------------------------

     TOPS   2205000 HISTORY                                                   #          #          #          #          #
     FUND   100     GENERAL                                                   #          #          #          #          #
                                                                              #          #          #          #          #
      100 JFX 2205000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING        #          #   153,095#   156,874#          #   160,166
           *******************************************************************#          #          #          #          #
           *ITM DESCRIPTION                      %-QTY   UNIT-COST  ITEM-COST #          #          #          #          #
           *******************************************************************#          #          #          #          #
05788      *  1.ASSOC PROF     PARKER          A   100                 33,974 #          #          #          #          #
05787      *  2.ASSOC PROF     HILL            JW   90                 32,600 #          #          #          #          #
08754      *  3.ASSOC PROF     LOMAYESVA       D    60                 20,698 #          #          #          #          #
05789      *  4.ASSOC PROF     JIMENEZ         G   100                 33,974 #          #          #          #          #
05790      *  5.INST           YOSHINO         R   100                 35,628 #          #          #          #          #
11390      *  6.INST           BRADSHAW        J    10                  3,292 #          #          #          #          #
           *******************************************************************#          #          #          #          #
                                                                              #          #          #          #          #
                                                                              #          #          #          #          #
      100 JFX 2205000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING         #       339#       339#       339#          #       339
           *******************************************************************#          #          #          #          #
           *ITM DESCRIPTION                      %-QTY   UNIT-COST  ITEM-COST #          #          #          #          #
           *******************************************************************#          #          #          #          #
05794      *  1.DEPT CHAIRMAN  LOMAYESVA       D                          339 #          #          #          #          #
           *******************************************************************#          #          #          #          #
                                                                              #          #          #          #          #
                                                       1000 OBJECT TOTAL      #       339#   153,434#   157,213#          #   160,505
                                                                              #          #          #          #          #
                                                                              #          #          #          #          #
```

```
==================================================================================================================================
FILE                                                                         #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                                # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
==================================================================================================================================
     LOC     JFX      HUMANITIES & SOCIAL SCIENCES                           #          #          #          #          #
     TOPS    2205000 HISTORY                                                 #          #          #          #          #
     FUND    100      GENERAL                                                #          #          #          #          #
                                                                             #          #          #          #          #
      100 JFX 2205000 000 6410 AUDIO-VISUAL EQUIPMENT                        #      462#       462#       462#       462#        462
          ***************************************************************** #          #          #          #          #
          *ITM DESCRIPTION                          $-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
          *****************************************************************#          #          #          #          #
11019     *  1.MAP RACK                              1          49         48 #          #          #          #          #
11020     *  2.ASSORTED U.S. HISTORY MAPS            6          69        414 #          #          #          #          #
          *****************************************************************#          #          #          #          #
                                                                             #          #          #          #          #
                                                  6000 OBJECT TOTAL          #      462#       462#       462#       462#        462
                                                  100  FUND   TOTAL          #      801#   153,896#   157,675#       462#    160,967
                                                  2205000 TOPS    TOTAL      #      801#   153,896#   157,675#       462#    160,967
----------------------------------------------------------------------------------------------------------------------------------

     TOPS    2206000 GEOGRAPHY                                               #          #          #          #          #
     FUND    100      GENERAL                                                #          #          #          #          #
                                                                             #          #          #          #          #
      100 JFX 2206000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING       #          #    32,520#    32,520#          #     32,520
          *****************************************************************#          #          #          #          #
          *ITM DESCRIPTION                          $-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
          *****************************************************************#          #          #          #          #
05797     *  1.ASST PROF       DEAN                  L    90               32,520 #          #          #          #          #
          *****************************************************************#          #          #          #          #
                                                                             #          #          #          #          #
                                                                             #          #          #          #          #
      100 JFX 2206000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING        #      677#       677#       677#          #        677
          *****************************************************************#          #          #          #          #
          *ITM DESCRIPTION                          $-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
          *****************************************************************#          #          #          #          #
05800     *  1.DEPT CHAIRMAN  DEAN                   L                        677 #          #          #          #          #
          *****************************************************************#          #          #          #          #
                                                                             #          #          #          #          #
                                                  1000 OBJECT TOTAL          #      677#    33,197#    33,197#          #     33,197
                                                                             #          #          #          #          #
                                                                             #          #          #          #          #
05803 100 JFX 2206000 000 4556 COPYING                                       #      100#       100#       100#       100#        100
                                                                             #          #          #          #          #
                                                                             #          #          #          #          #
05806 100 JFX 2206000 000 4557 PRINTING                                      #      100#       100#       100#       100#        100
                                                                             #          #          #          #          #
                                                  4000 OBJECT TOTAL          #      200#       200#       200#       200#        200
                                                                             #          #          #          #          #
                                                                             #          #          #          #          #
```

```
BDBUDGT003-00   1986/87 RIVERSIDE COMMUNITY COLLEGE DISTRICT FINAL BUDGET                LOCATION SEQUENCE      PAGE 270  08/26/86
====================================================================================================================================
FILE                                                                         #REQUESTED #PRELIMINARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS    SPP OBJECT DESCRIPTION                                 # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
====================================================================================================================================
     LOC    JFX     HUMANITIES & SOCIAL SCIENCES                             #         #           #          #          #
     TOPS   2206000 GEOGRAPHY                                                #         #           #          #          #
     FUND   100     GENERAL                                                  #         #           #          #          #
                                                                             #         #           #          #          #
      100 JFX 2206000 000 6410 AUDIO-VISUAL EQUIPMENT                        #    1,098#      1,098#     1,098#     1,098#     1,098
           ******************************************************************#         #           #          #          #
           *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #         #           #          #          #
           ******************************************************************#         #           #          #          #
11021      *  1.WORLD MAPS                           2        210        420 #         #           #          #          #
11022      *  2.MAP OF CANADA                        2         90         90 #         #           #          #          #
11023      *  3.MAP OF SO. AMER.                     1        186        186 #         #           #          #          #
11024      *  4.MAP OF AFRICA                        1        180        180 #         #           #          #          #
11025      *  5.SMALLER WORLD MAPS                   2        111        222 #         #           #          #          #
           ******************************************************************#         #           #          #          #
                                                                             #         #           #          #          #
                                                       6000 OBJECT TOTAL     #    1,098#      1,098#     1,098#     1,098#     1,098
                                                       100  FUND   TOTAL     #    1,975#     34,495#    34,495#     1,298#    34,495
                                                       2206000 TOPS   TOTAL  #    1,975#     34,495#    34,495#     1,298#    34,495
------------------------------------------------------------------------------------------------------------------------------------

     TOPS   2207000 POLITICAL SCIENCE                                        #         #           #          #          #
     FUND   100     GENERAL                                                  #         #           #          #          #
                                                                             #         #           #          #          #
      100 JFX 2207000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING       #         #     35,357#    34,472#          #    34,472
           ******************************************************************#         #           #          #          #
           *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #         #           #          #          #
           ******************************************************************#         #           #          #          #
10261      *  1.INSTR (REPL)    *                   10                 3,185 #         #           #          #          #
05820      *  2.ASST PROF      CLINE           K   100                31,287 #         #           #          #          #
           ******************************************************************#         #           #          #          #
                                                                             #         #           #          #          #
                                                                             #         #           #          #          #
      100 JFX 2207000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING        #      923#        923#       923#          #       923
           ******************************************************************#         #           #          #          #
           *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #         #           #          #          #
           ******************************************************************#         #           #          #          #
05832      *  1.MODL U N COACH CLINE           K                         923 #         #           #          #          #
           ******************************************************************#         #           #          #          #
                                                                             #         #           #          #          #
                                                       1000 OBJECT TOTAL     #      923#     36,280#    35,395#          #    35,395
                                                       100  FUND   TOTAL     #      923#     36,280#    35,395#          #    35,395
                                                       2207000 TOPS   TOTAL  #      923#     36,280#    35,395#          #    35,395
------------------------------------------------------------------------------------------------------------------------------------
```

```
BDBUDGT003-00   1986/87 RIVERSIDE COMMUNITY COLLEGE DISTRICT FINAL BUDGET                LOCATION SEQUENCE     PAGE 271   08/26/86
==================================================================================================================================
FILE                                                                    #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS    SPP OBJECT DESCRIPTION                            # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
==================================================================================================================================
     LOC    JFX     HUMANITIES & SOCIAL SCIENCES                        #          #          #          #          #
     TOPS   2208000 SOCIOLOGY                                           #          #          #          #          #
     FUND   100     GENERAL                                             #          #          #          #          #
                                                                        #          #          #          #          #
      100 JFX 2208000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING  #          #   134,658#   134,658#          #    135,581
          **************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #      #          #          #          #
          **************************************************************#          #          #          #          #
05823     * 1.ASSOC PROF      WOODS         G   100                37,847 #        #          #          #          #
05825     * 2.ASSOC PROF      SCHALL        J   100                37,847 #        #          #          #          #
10192     * 3.ASSOC PROF      JACKSON       C    40                16,133 #        #          #          #          #
05826     * 4.ASSOC PROF      KIRKPATRICK   AO  100                43,754 #        #          #          #          #
          **************************************************************#          #          #          #          #
                                                                        #          #          #          #          #
                                                                        #          #          #          #          #
      100 JFX 2208000 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING   #       339#       339#       339#          #        339
          **************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #      #          #          #          #
          **************************************************************#          #          #          #          #
10195     * 1.DEPT CHAIRMAN   JACKSON       C                         339 #        #          #          #          #
          **************************************************************#          #          #          #          #
                                                                        #          #          #          #          #
                                           1000 OBJECT TOTAL            #       339#   134,997#   134,997#          #    135,920
                                           100  FUND    TOTAL           #       339#   134,997#   134,997#          #    135,920
                                           2208000 TOPS    TOTAL        #       339#   134,997#   134,997#          #    135,920
----------------------------------------------------------------------------------------------------------------------------------
     TOPS   4903000 HUMANITIES                                          #          #          #          #          #
     FUND   100     GENERAL                                             #          #          #          #          #
                                                                        #          #          #          #          #
      100 JFX 4903000 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING  #          #    25,126#    17,502#          #     65,928
          **************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #      #          #          #          #
          **************************************************************#          #          #          #          #
05860     * 1.ASSOC PROF      JOHNSON       TM   40                17,502 #        #          #          #          #
05707     * 2.ASSOC PROF      SCHNEIDER     RC   25                10,939 #        #          #          #          #
11499     * 3.INSTR           WARING        G   100                37,487 #        #          #          #          #
          **************************************************************#          #          #          #          #
                                                                        #          #          #          #          #
                                           1000 OBJECT TOTAL            #          #    25,126#    17,502#          #     65,928
                                           100  FUND    TOTAL           #          #    25,126#    17,502#          #     65,928
                                           4903000 TOPS    TOTAL        #          #    25,126#    17,502#          #     65,928
----------------------------------------------------------------------------------------------------------------------------------
```

```
BOBUDGT003-00   1986/87 RIVERSIDE COMMUNITY COLLEGE DISTRICT FINAL BUDGET                     LOCATION SEQUENCE      PAGE 272   08/26/86
=====================================================================================================================================
FILE                                                                   #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #   FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                          # 03/21/86   04/30/86   06/04/86   07/25/86    08/26/86
=====================================================================================================================================
     LOC     JFX      HUMANITIES & SOCIAL SCIENCES                     #          #          #          #          #
     TOPS    4930100 GENERAL STUDIES - GUIDANCE                        #          #          #          #          #
     FUND    100     GENERAL                                           #          #          #          #          #
                                                                       #          #          #          #          #
      100 JFX 4930100 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING #          #    10,232#    16,647#    16,647#     15,044
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
          ************************************************************#          #          #          #          #
09405     *  1.ASST PROF       HICKS        E    20               6,201 #       #          #          #          #
09398     *  2.ASST PROF       LAWRENCE     S    13               4,031 #       #          #          #          #
11498     *  3.INST            TITUS        P    15               4,812 #       #          #          #          #
          ************************************************************#          #          #          #          #
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
      100 JFX 4930100 000 1370 CERTIFICATED OTHER EXTRA DUTY TEACHING  #      225#       225#       225#       225#        225
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
          ************************************************************#          #          #          #          #
10324     *  1.DEPT CHAIRMAN  ROYCE         JA                          225 #     #          #          #          #
          ************************************************************#          #          #          #          #
                                                                       #          #          #          #          #
                                          1000 OBJECT TOTAL            #      225#    10,457#    16,872#    16,872#     15,269
                                          100  FUND   TOTAL            #      225#    10,457#    16,872#    16,872#     15,269
                                          4930100 TOPS    TOTAL        #      225#    10,457#    16,872#    16,872#     15,269
-------------------------------------------------------------------------------------------------------------------------------------

     TCPS    4930300 GENERAL STUDIES - LEARNING SKILLS-HANDICAPPED     #          #          #          #          #
     FUND    100     GENERAL                                           #          #          #          #          #
                                                                       #          #          #          #          #
                              HANDICAPPED PROGRAM AB-77                #          #          #          #          #
      100 JFX 4930300 180 1110 CERTIFICATED REGULAR FULL TIME TEACHING #          #    10,938#    10,938#    10,938#     10,938
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
          ************************************************************#          #          #          #          #
05685     *  1.ASSOC PROF      ALEXANDER    DD   33              10,938 #       #          #          #          #
          ************************************************************#          #          #          #          #
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
                              HANDICAPPED PROGRAM AB-77                #          #          #          #          #
      100 JFX 4930300 180 1330 CERTIFICATED OTHER HOURLY TEACHING      #          #     2,889#     2,889#     2,889#      2,889
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #     #          #          #          #
          ************************************************************#          #          #          #          #
05393     *  1.STAFF--LIP READ                                    2,889 #       #          #          #          #
          ************************************************************#          #          #          #          #
                                                                       #          #          #          #          #
                                          1000 OBJECT TOTAL            #          #    13,827#    13,827#    13,827#     13,827
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
                              HANDICAPPED PROGRAM AB-77                #          #          #          #          #
```

```
BOBUDGT003-00   1986/87 RIVERSIDE COMMUNITY COLLEGE DISTRICT FINAL BUDGET                  LOCATION SEQUENCE      PAGE 273  08/26/86
=========================================================================================================================================
FILE                                                                        #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS    SPP OBJECT DESCRIPTION                                # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
=========================================================================================================================================
     LOC    JFX     HUMANITIES & SOCIAL SCIENCES                            #          #          #          #          #
     TOPS   4930300 GENERAL STUDIES - LEARNING SKILLS-HANDICAPPED           #          #          #          #          #
     FUND   100     GENERAL                                                 #          #          #          #          #
                                                                            #          #          #          #          #
05691 100 JFX 4930300 180 3110 CERTIFICATED TEACHERS AND INSTRUCTIONAL AIDES #          #       875#       875#       875#       902
                                                                            #          #          #          #          #
                                                                            #          #          #          #          #
                               HANDICAPPED PROGRAM AB-77                    #          #          #          #          #
05694 100 JFX 4930300 180 3410 CERTIFICATED TEACHERS AND INSTRUCTIONAL AIDES #          #     1,159#     1,159#     1,159#     1,188
                                                                            #          #          #          #          #
                                                                            #          #          #          #          #
                               HANDICAPPED PROGRAM AB-77                    #          #          #          #          #
05697 100 JFX 4930300 180 3510 CERTIFICATED TEACHERS AND INSTRUCTIONAL AIDES #          #        63#        63#        63#        42
                                                                            #          #          #          #          #
                                                                            #          #          #          #          #
                               HANDICAPPED PROGRAM AB-77                    #          #          #          #          #
05700 100 JFX 4930300 180 3610 WC-CERTIFICATED TEACHERS AND INSTRUCTIONAL AID#          #       174#       174#       174#       180
                                                                            #          #          #          #          #
                                                    3000 OBJECT TOTAL       #          #     2,271#     2,271#     2,271#     2,312
                                                    100  FUND    TOTAL      #          #    16,098#    16,098#    16,098#    16,139
                                                    4930300 TOPS    TOTAL   #          #    16,098#    16,098#    16,098#    16,139
-----------------------------------------------------------------------------------------------------------------------------------------

     TOPS   4930800 GENERAL STUDIES - ENGLISH AS A SECOND LANGUAGE          #          #          #          #          #
     FUND   100     GENERAL                                                 #          #          #          #          #
                                                                            #          #          #          #          #
      100 JFX 4930800 000 1110 CERTIFICATED REGULAR FULL TIME TEACHING      #          #          #          #    40,333#    40,333
          ***************************************************************#          #          #          #          #
          *ITM DESCRIPTION                         %-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
          ***************************************************************#          #          #          #          #
05282     *  1.ASSOC PROF      CLARK          MS  100                 40,333 #          #          #          #          #
          ***************************************************************#          #          #          #          #
                                                                            #          #          #          #          #
                                                    1000 OBJECT TOTAL       #          #          #          #    40,333#    40,333
                                                    100  FUND    TOTAL      #          #          #          #    40,333#    40,333
                                                    4930800 TOPS    TOTAL   #          #          #          #    40,333#    40,333
-----------------------------------------------------------------------------------------------------------------------------------------

     TOPS   6045000 HUMANITIES & SOCIAL SCIENCES                            #          #          #          #          #
     FUNC   100     GENERAL                                                 #          #          #          #          #
                                                                            #          #          #          #          #
      100 JFX 6045000 000 1218 CERT REG FULL TIME NON TEACH ADMINISTRATOR   #    32,420#    32,420#    34,527#    53,119#    53,119
          ***************************************************************#          #          #          #          #
          *ITM DESCRIPTION                         %-QTY  UNIT-COST  ITEM-COST #          #          #          #          #
          ***************************************************************#          #          #          #          #
05881     *  1.DEAN II         BLACK          J   100                 53,119 #          #          #          #          #
          ***************************************************************#          #          #          #          #
                                                                            #          #          #          #          #
```

```
BOBUDGT003-00   1986/87 RIVERSIDE COMMUNITY COLLEGE DISTRICT FINAL BUDGET                 LOCATION SEQUENCE      PAGE 274  08/26/86
*******************************************************************************************************************************
FILE                                                                  #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS    SPP OBJECT DESCRIPTION                          # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
*******************************************************************************************************************************
     LOC    JFX     HUMANITIES & SOCIAL SCIENCES                      #          #          #          #          #
     TOPS   6045000 HUMANITIES & SOCIAL SCIENCES                      #          #          #          #          #
     FUND   100     GENERAL                                           #          #          #          #          #
                                                                      #          #          #          #          #
                                              1000 OBJECT TOTAL       #    32,420#    32,420#    34,527#    53,119#     53,119
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
      100 JFX 6045000 000 2119 CLASSIFIED SALARIES FULL TIME ALL OTHER #    15,610#    15,610#    16,624#    20,780#     20,780
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #    #          #          #          #
          ************************************************************#          #          #          #          #
05884     *  1.SEC III        DICKSON         JR  100             20,780 #       #          #          #          #
          ************************************************************#          #          #          #          #
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
      100 JFX 6045000 000 2139 CLASSIFIED SALARIES HOURLY ALL OTHER   #       200#       200#       200#       200#        200
          ************************************************************#          #          #          #          #
          *ITM DESCRIPTION                      %-QTY  UNIT-COST  ITEM-COST #    #          #          #          #
          ************************************************************#          #          #          #          #
10038     *  1.INTERPRETER                                           200 #       #          #          #          #
          ************************************************************#          #          #          #          #
                                                                      #          #          #          #          #
                                              2000 OBJECT TOTAL       #    15,810#    15,810#    16,824#    20,980#     20,980
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
05890 100 JFX 6045000 000 4545 POSTAGE                                #       100#       100#       100#       100#        100
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
05893 100 JFX 6045000 000 4550 OFFICE SUPPLIES                        #       200#       200#       200#       200#        200
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
05896 100 JFX 6045000 000 4556 COPYING                                #        50#        50#        50#        50#         50
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
05899 100 JFX 6045000 000 4557 PRINTING                               #       100#       100#       100#       100#        100
                                                                      #          #          #          #          #
                                              4000 OBJECT TOTAL       #       450#       450#       450#       450#        450
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
05902 100 JFX 6045000 000 5210 MILEAGE                                #       100#       100#       100#       100#        100
                                                                      #          #          #          #          #
                                                                      #          #          #          #          #
```

```
=================================================================================================================================
FILE                                                                   #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                          # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
=================================================================================================================================
      LOC     JFX     HUMANITIES & SOCIAL SCIENCES                     #          #          #          #          #
      TOPS    6045000 HUMANITIES & SOCIAL SCIENCES                     #          #          #          #          #
      FUND    100     GENERAL                                          #          #          #          #          #
                                                                       #          #          #          #          #
       100 JFX 6045000 000 5220 CONFERENCES                            #       400#       400#       400#     5,400#     4,800
          ************************************************************#          #          #          #
          *ITM DESCRIPTION                  %-QTY  UNIT-COST  ITEM-COST #          #          #          #
          ************************************************************#          #          #          #
05905     *  1.DIVISION DEAN                                      400 #          #          #          #
11599     *  2.STAFF                                            4,400 #          #          #          #
          ************************************************************#          #          #          #
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
05908 100 JFX 6045000 000 5642 REPAIRS BY VENDORS NON-INSTRUCTIONAL    #       150#       350#       350#       350#       350
                                                                       #          #          #          #          #
                                             5000 OBJECT TOTAL         #       650#       850#       850#     5,850#     5,250
                                             100   FUND    TOTAL       #    49,330#    49,530#    52,651#    80,399#    79,799
                                             6045000 TOPS    TOTAL     #    49,330#    49,530#    52,651#    80,399#    79,799
---------------------------------------------------------------------------------------------------------------------------------

      TOPS    6441000 HANDICAPPED SERVICES                             #          #          #          #          #
      FUND    100     GENERAL                                          #          #          #          #          #
                                                                       #          #          #          #          #
                              HANDICAPPED PROGRAM AB-77                #          #          #          #          #
       100 JFX 6441000 180 1219 CERT REG FULL TIME NON TEACH ALL OTHER #     8,950#     8,950#     8,950#     8,950#     8,950
          ************************************************************#          #          #          #
          *ITM DESCRIPTION                  %-QTY  UNIT-COST  ITEM-COST #          #          #          #
          ************************************************************#          #          #          #
01152     *  1.COUNSELOR       ALEXANDER      DD   27             8,950 #          #          #          #
          ************************************************************#          #          #          #
                                                                       #          #          #          #          #
                                             1000 OBJECT TOTAL         #     8,950#     8,950#     8,950#     8,950#     8,950
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
                              HANDICAPPED PROGRAM AB-77                #          #          #          #          #
10656 100 JFX 6441000 180 3130 STRS OTHER CERTIFICATED EMPLOYEES       #       716#       716#       716#       716#       738
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
                              HANDICAPPED PROGRAM AB-77                #          #          #          #          #
10657 100 JFX 6441000 180 3430 H & W OTHER CERTIFICATED EMPLOYEES      #       948#       948#       948#       948#       922
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
                              HANDICAPPED PROGRAM AB-77                #          #          #          #          #
10658 100 JFX 6441000 180 3530 SUI OTHER CERTIFICATED EMPLOYEES        #        41#        41#        41#        41#        27
                                                                       #          #          #          #          #
                                                                       #          #          #          #          #
                              HANDICAPPED PROGRAM AB-77                #          #          #          #          #
```

```
BDBUDGT003-00   1986/87 RIVERSIDE COMMUNITY COLLEGE DISTRICT FINAL BUDGET              LOCATION SEQUENCE      PAGE 276  08/26/86
==================================================================================================================================
FILE                                                                           #REQUESTED #PRELIMNARY#TENTATIVE #PUBLICATN #  FINAL
REF. FUND LOC TOPS     SPP OBJECT DESCRIPTION                                  # 03/21/86   04/30/86   06/04/86   07/25/86   08/26/86
==================================================================================================================================
     LOC     JFX      HUMANITIES & SOCIAL SCIENCES                             #          #          #          #          #
     TOPS    6441000 HANDICAPPED SERVICES                                      #          #          #          #          #
     FUND    100      GENERAL                                                  #          #          #          #          #
                                                                               #          #          #          #          #
10659 100 JFX 6441000 180 3630 WC-OTHER CERTIFICATED EMPLOYEES                 #       113#       113#       113#       113#        116
                                                                               #          #          #          #          #
                                                          3000 OBJECT TOTAL    #     1,818#     1,818#     1,818#     1,818#      1,803
                                                          100  FUND   TOTAL    #    10,768#    10,768#    10,768#    10,768#     10,753
                                                          6441000 TOPS   TOTAL #    10,768#    10,768#    10,768#    10,768#     10,753
                                                          JFX  LOC    TOTAL    #    85,089#   704,018#   732,264#   191,789#  1,716,391
----------------------------------------------------------------------------------------------------------------------------------
```

DISTRICT GENERAL FUND BUDGET FORECAST

RIVERSIDE COMMUNITY COLLEGE DISTRICT

CATEGORY	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91
BEGINNING CASH BALANCE*	1,818,994	2,060,127	2,193,871	2,464,614	2,300,000	2,300,000	2,400,000	2,400,000	2,500,000
LOANS/TRANSACTIONS (NET)	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
RECEIVABLES	253,443	242,131	579,252	-0-	-0-	-0-	-0-	-0-	-0-
REVENUES*	18,052,744	18,650,366	19,902,445	25,330,094	27,611,523	30,372,675	34,017,396	38,439,657	43,052,416
STATE/LOCAL TAX	14,848,217	15,223,912	16,279,403	17,873,356	19,784,853	21,763,338	24,810,205	28,283,634	31,960,506
STUDENT FEES	423,601	617,339	441,749	1,155,000	1,180,000	1,298,000	1,453,760	1,599,136	1,743,058
LOTTERY	-0-	-0-	-0-	200,000	942,240	1,000,000	1,000,000	1,200,000	1,400,000
OTHER (FEDERAL, ETC.)	2,708,926	2,809,115	3,181,293	6,101,738	5,704,430	6,311,337	6,753,431	7,356,887	7,948,852
TOTAL INCOME	20,125,181	20,952,624	22,675,568	27,794,708	29,911,523	32,672,675	36,417,396	40,839,657	45,552,416
EXPENDITURES*	17,009,234	17,223,913	19,818,713	25,494,708	27,611,523	30,272,675	34,017,396	38,339,627	43,052,416
CEE	15,379,742	15,524,676	16,812,814	19,320,453	20,972,885	23,070,174	25,838,595	29,197,612	33,285,620
OTHER (EOPS, ETC.)	3,102,833	3,355,870	4,735,680	9,255,863	9,903,773	10,894,150	11,983,565	13,062,086	14,368,295
SALARIES + BENEFITS	13,906,401	13,868,043	15,083,033	16,238,845	17,675,564	19,443,120	21,970,726	25,046,628	28,302,686
PAYABLES/OTHER OUTGO	1,606,980	1,793,109	639,257	-0-	-0-	-0-	-0-	-0-	-0-
ENDING CASH BALANCE*	2,060,127	2,193,871	2,464,614	2,300,000	2,300,000	2,400,000	2,400,000	2,500,000	2,500,000
CEE/ADA*	1,756	1,981	2,131	2,395	2,364	2,321	2,301	2,261	2,281
ADA*	8,759	7,836	7,890	8,067	8,873	9,938	11,230	12,914	14,593
HEADCOUNT*	15,696	14,201	13,740	14,152	15,567	17,435	19,702	22,657	25,602
WORKLOAD MEASURES*									
WSCH/FTE FACULTY	17,673	16,442	16,137						
WFCH/FTE FACULTY	14.7	14.9	14.5						
AVERAGE CLASS SIZE									
% WFCH TAUGHT BY PART-TIME	38.5		38.0						

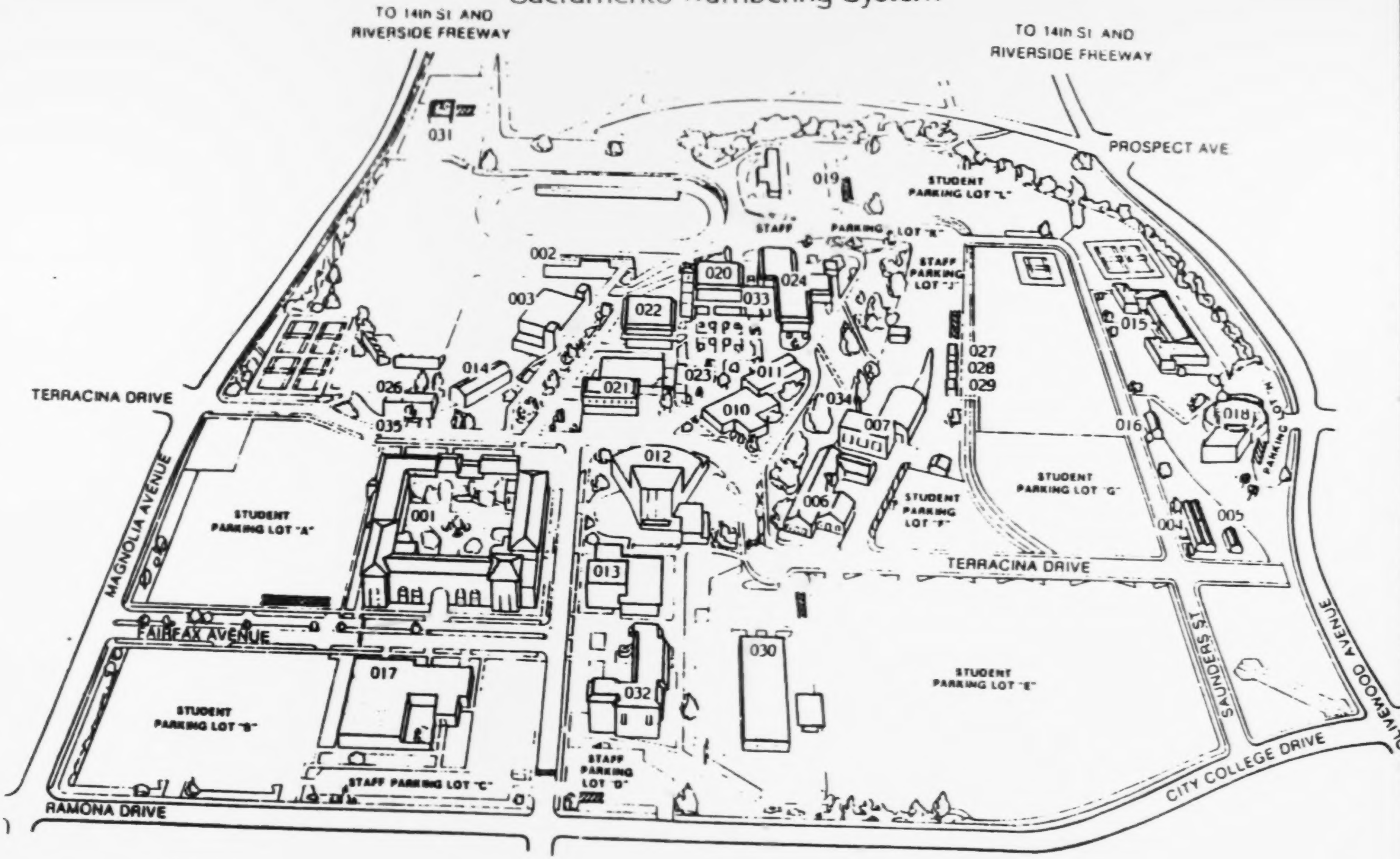
*Projections may consist largely or entirely of these categories. The Plan should describe projection technique, including assumptions and methodology. The impact on expenditures and revenues of major programmatic changes in the Plan also should be described. If appropriate, detail on revenue by type and expenditures by object and function should be added.

SECTION K

FACILITIES: ASF/ROOM USE/FIVE YEAR PLAN/DEFERRED MAINTENANCE

BEST COPY AVAILABLE

Sacramento Numbering System


TO 14th St AND RIVERSIDE FREEWAY
TO 14th St AND RIVERSIDE FREEWAY
PROSPECT AVE
031
019
STUDENT PARKING LOT "L"
STAFF PARKING LOT "R"
STAFF PARKING LOT "J"
002
003
020
024
033
022
015
027
028
029
014
023
011
021
026
035
TERRACINA DRIVE
034
010
007
016
018
PARKING LOT "H"
012
001
006
STUDENT PARKING LOT "A"
STUDENT PARKING LOT "F"
STUDENT PARKING LOT "G"
004
005
MAGNOLIA AVENUE
013
TERRACINA DRIVE
FAIRFAX AVENUE
017
030
032
STUDENT PARKING LOT "B"
STUDENT PARKING LOT "E"
SAUNDERS ST
OLIVEWOOD AVENUE
STAFF PARKING LOT "C"
STAFF PARKING LOT "D"
CITY COLLEGE DRIVE
RAMONA DRIVE

Bldg. No.	Name
001	A. G. Paul Quadrangle
002	Stadium
003	Wheelock Gym
004	Maintenance Shop
005	Maintenance Pt. Shop
006	Technology Bldg. A
007	Technology Bldg. B
008	Warehouse Annex A
009	Warehouse Annex C
010	Admissions Counseling
011	Data Processing
012	Landis Auditorium
013	Music Building
014	Art Building
015	Womens Gym
016	Main Warehouse
017	Administration
018	Cosmetology
019	Cutter Pool
020	Life Science
021	Library
022	Physical Science
023	Planetarium
024	Student Center
025	Warehouse Annex B
026	Ceramics Schedule
027	Athletic/P.E./Recreation
028	Portable Class Room
029	Solar Energy
030	Auto Technology
031	Child Development Center
032	Business Education
033	Elevator Student Center
034	Elevator Tech B
035	Elevator to Arts & Ceramics

CAMPUS: 421 RIVERSIDE CITY COLLEGE

PROG NO	PROGRAM	CLASS 100	LAB 200	OFFICE 300	STUDY 400	SPECIAL 500	GENERAL 600	SUPPORT 700	HEALTH 800	RES 900	UNASSN 000	TOTAL
1.1	GEN ACAD INSTR	38,105	31,548	14,158		42,385	18,128					144,324
1.2	OCCUP VOC INST	4,592	81,848	8,611			681					95,732
3.2	COMM SERVICE			696								696
4.1	LIBRARIES			1,740	21,062	7,273						30,075
4.2	MUSEUMS GALRYS						2,992					2,992
4.3	AUD VIS SERV				480							480
4.4	COMPUT SUPPORT			175				1,992				2,167
4.6	ACAD ADMIN DEV			2,448								2,448
5.3	COUNS-CAR GUID			1,207			474					1,681
5.4	FINANCIAL AID			332								332
5.5	STUDENT SUPPRT			6,103		2,188	18,407		407			27,105
6.1	EXEC MANAGMENT			3,148			1,800					4,948
6.2	FISCAL OPER			2,048								2,048
6.3	GEN ADMIN SERV			2,504								2,504
6.4	LOGIST SERVICE			718				1,405				2,123
6.5	PHYS PLANT SER							14,573				14,573
6.6	FAC/STAFF SERV						1,329					1,329
		42,697	113,396	43,888	21,542	51,846	43,811	17,970	407			335,557

FEB 04, 1984
ROOM USE SUMMARY - REPORT 17

CAMPUS: 421 RIVERSIDE CITY COLLEGE

TYP USE	DESCRIPTION	ASSN FLOOR SQ FT	PCT %
	000 ROOM USE		
050	INACTIVE AREA		
060	ALTER/CONV AREA		
070	UNFINISHED AREA		
ROOM-USE TOTAL			
	100 ROOM USE		
110	CLASSROOM	41,729	12.44
115	CLASSROOM SERV	968	0.29
ROOM-USE TOTAL		42,697	12.72
	200 ROOM USE		
210	CLASS LAB	96,309	28.70
215	CLASS LAB SERV	15,293	4.56
220	SPEC CLASS LAB	1,478	0.44
225	SP CL LAB SERV		
230	IND ST LAB	316	0.09
235	IND LAB SERV		
250	NON-CLASS LAB		
255	NON-CL LAB SERV		
ROOM-USE TOTAL		113,396	33.79
	300 ROOM USE		
310	OFFICE	35,244	10.50
315	OFFICE SERVICE	4,935	1.47
350	CONFERENCE ROOM	3,709	1.11
355	CONFER RM SERV		
ROOM-USE TOTAL		43,888	13.08
	400 ROOM USE		
410	READ/STUDY RM	1,681	0.50
420	STACK		
430	OPEN ST RDG RM	16,321	4.86
440	PROCESSING ROOM	1,933	0.58

FEB 04, 1984
ROOM USE SUMMARY - REPORT 17

CAMPUS: 421 RIVERSIDE CITY COLLEGE

TYP USE	DESCRIPTION	ASSN FLOOR SQ FT	PCT %
	400 ROOM USE		
455	STUDY SERVICE	1,607	0.48
ROOM-USE TOTAL		21,542	6.42
	500 ROOM USE		
510	ARMORY		
515	ARMORY SERVICE		
520	ATHLET/PHYS ED	38,898	11.59
523	ATHL SPECT SEAT		
525	ATHL/PHY ED SER	3,487	1.04
530	AUD/VIS,RAD,TV	4,006	1.19
535	A/V,RAD,TV SERV	3,267	0.97
540	CLINIC ST CARE		
545	CLINIC SERVICE		
550	DEMONSTRATION	2,048	0.61
555	DEMONSTR SERV	140	0.04
560	FIELD BUILDING		
570	ANIMAL QUARTERS		
575	ANIMAL QTR SERV		
580	GREENHOUSE		
585	GREENHOUSE SERV		
590	OTHER		
ROOM-USE TOTAL		51,846	15.45
	600 ROOM USE		
610	ASSEMBLY	11,515	3.43
615	ASSEMBLY SERV	6,352	1.89
620	EXHIBITION	2,995	0.89
625	EXHIBITION SERV	258	0.08
630	FOOD FACILITIES	9,517	2.84
635	FOOD FACIL SERV	4,827	1.44
650	LOUNGE	1,168	0.35
655	LOUNGE SERVICE		
660	MERCHAND FACIL	5,001	1.49
665	MERCH FAC SERV	378	0.11
670	RECREATION		
675	RECREATION SERV		
680	MEETING ROOM	1,800	0.54
685	MEETING RM SERV		
690	LOCKER ROOM		
ROOM-USE TOTAL		43,811	13.06

FEB 04, 1984
ROOM USE SUMMARY - REPORT 17

CAMPUS: 421 RIVERSIDE CITY COLLEGE

TYP USE	DESCRIPTION	ASSN FLOOR SQ FT	PCT %
	600 ROOM USE		
	700 ROOM USE		
710	DATA PROC/COMP	1,402	0.42
715	DATA P/C SERV	590	0.18
720	SHOP	8,253	2.40
725	SHOP SERVICE		
730	STORAGE	7,725	2.30
735	STORAGE SERVICE		
740	VEHICLE STORAGE		
745	VEH STORAGE SER		
750	CENTL FOOD STOR		
760	CENTL LAUNDRY		
ROOM-USE TOTAL		17,970	5.36
	800 ROOM USE		
810	PATIENT BEDROOM		
820	PATIENT BATH		
830	NURSE STATION		
840	SURGERY		
850	TREATMENT	407	0.12
860	SERV LABORATORY		
870	SUPPLIES		
880	PUBLIC WAITING		
895	HEALTH CARE SER		
ROOM-USE TOTAL		407	0.12
	900 ROOM USE		
910	SLEEP W/O BATH		
919	TOILET/BATH		
920	SLEEP W BATH		
935	SLEEP/STUDY SER		
950	APARTMENT		
955	APARTMENT SERV		
970	HOUSE		
ROOM-USE TOTAL			
CAMPUS TOTAL		335,557	100.00

NOV 23, 1985
ROOM USE SUMMARY - REPORT 17

CAMPUS: 421 RIVERSIDE CITY COLLEGE

TYP USE	DESCRIPTION	ASSN FLOOR SQ FT	PCT %
	000 ROOM USE		
050	INACTIVE AREA		
060	ALTER/CONV AREA		
070	UNFINISHED AREA		
	Room-USE TOTAL		
	100 ROOM USE		
110	CLASSROOM	41,729	12.44
115	CLASSROOM SERV	968	0.29
	Room-USE TOTAL	42,697	12.72
	200 ROOM USE		
210	CLASS LAB	96,309	28.70
215	CLASS LAB SERV	15,293	4.56
220	SPEC CLASS LAB	1,478	0.44
225	SP CL LAB SERV		
230	IND ST LAB	316	0.09
235	IND LAB SERV		
250	NON-CLASS LAB		
255	NON-CL LAB SERV		
	Room-USE TOTAL	113,396	33.79
	300 ROOM USE		
310	OFFICE	35,244	10.50
315	OFFICE SERVICE	4,935	1.47
350	CONFERENCE ROOM	3,709	1.11
355	CONFER RM SERV		
	Room-USE TOTAL	43,888	13.08
	400 ROOM USE		
410	READ/STUDY RM	1,681	0.50
420	STACK		
430	OPEN ST RDG RM	16,321	4.86
440	PROCESSING ROOM	1,933	0.58

NOV 23, 1985
ROOM USE SUMMARY - REPORT 17

CAMPUS: 421 RIVERSIDE CITY COLLEGE

TYP USE	DESCRIPTION	ASSN FLOOR SQ FT	PCT %
	400 ROOM USE		
455	STUDY SERVICE	1,607	0.48
	ROOM-USE TOTAL	21,542	6.42
	500 ROOM USE		
510	ARMORY		
515	ARMORY SERVICE		
520	ATHLET/PHYS ED	38,898	11.59
523	ATHL SPECT SEAT		
525	ATHL/PHY ED SER	3,487	1.04
530	AUD/VIS,RAD,TV	4,006	1.19
535	A/V,RAD,TV SERV	3,267	0.97
540	CLINIC ST CARE		
545	CLINIC SERVICE		
550	DEMONSTRATION	2,048	0.61
555	DEMONSTR SERV	140	0.04
560	FIELD BUILDING		
570	ANIMAL QUARTERS		
575	ANIMAL QTR SERV		
580	GREENHOUSE		
585	GREENHOUSE SERV		
590	OTHER		
	ROOM-USE TOTAL	51,846	15.45
	600 ROOM USE		
610	ASSEMBLY	11,515	3.43
615	ASSEMBLY SERV	6,352	1.89
620	EXHIBITION	2,995	0.89
625	EXHIBITION SERV	258	0.08
630	FOOD FACILITIES	9,517	2.84
635	FOOD FACIL SERV	4,827	1.44
650	LOUNGE	1,168	0.35
655	LOUNGE SERVICE		
660	MERCHAND FACIL	5,001	1.49
665	MERCH FAC SERV	378	0.11
670	RECREATION		
675	RECREATION SERV		
680	MEETING ROOM	1,800	0.54
685	MEETING RM SERV		
690	LOCKER ROOM		
	ROOM-USE TOTAL	43,811	13.06

NOV 23, 1985
ROOM USE SUMMARY - REPORT 17

CAMPUS: 421 RIVERSIDE CITY COLLEGE

TYP USE	DESCRIPTION	ASSN FLOOR SQ FT	PCT %
	600 ROOM USE		
	700 ROOM USE		
710	DATA PROC/COMP	1,402	0.42
715	DATA P/C SERV	590	0.18
720	SHOP	8,253	2.46
725	SHOP SERVICE		
730	STORAGE	7,725	2.30
735	STORAGE SERVICE		
740	VEHICLE STORAGE		
745	VEH STORAGE SER		
750	CENTL FOOD STOR		
760	CENTL LAUNDRY		
	ROOM-USE TOTAL	17,970	5.36
	800 ROOM USE		
810	PATIENT BEDROOM		
820	PATIENT BATH		
830	NURSE STATION		
840	SURGERY		
850	TREATMENT	407	0.12
860	SERV LABORATORY		
870	SUPPLIES		
880	PUBLIC WAITING		
895	HEALTH CARE SER		
	ROOM-USE TOTAL	407	0.12
	900 ROOM USE		
910	SLEEP W/O BATH		
919	TOILET/BATH		
920	SLEEP W BATH		
935	SLEEP/STUDY SER		
950	APARTMENT		
955	APARTMENT SERV		
970	HOUSE		
	ROOM-USE TOTAL		
	CAMPUS TOTAL	335,557	100.00

MAINTENANCE AND EQUIPMENT REPLACEMENT

See Budget

Tops Code - GEX

Object Codes - 6492 and 6494

FIVE YEAR PLAN

DISTRICT ORDER OF PRIORITY

SCHEDULE OF FUNDS

ENR 4440

Campus	ASF	Project Cost	Source	Fall Term of Occupancy	85-86	86-87	87-88	88-89	89-90	90-91	91-92
1 Baseball Facilities	-0-	$1,500,000	Local/City	87	W $800,000	C&E $700,000	$	$	$	$	$
2 Center Site-La Sierra	-0-	$3,300,000	Local/State	90		S 50,000		W 250,000	C 3,000,000		
3 Center Site-Moreno Valley	-0-	3,300,000	Local/State	90		S/W 300,000			C 3,000,000		
4 Center Site-Norco	-0-	3,300,000	Local/State	90		S 50,000		W 250,000	C 3,000,000		
5 Early Childhood Studies Center	10,000	800,000	Local	88		E 80,000	C 720,000				
6 Bookstore Expansion	2,200	230,000	Local	87	S/W 30,000		C/E 200,000				
7 Tech A Expansion	1,960	200,000	Local/Fed.	88		W 20,000	C 180,000				
8 Library	5,500	580,000	Local	88		W 30,000	C/E 550,000				
9 Maint. & Operations/Warehouse		1,000,000	Local	89			W 50,000	C 950,000			

District: Riverside

DISTRICT ORDER OF PRIORITY 86-87 87-88 88-89 89-90 90-91 91-92

(CC5YP4 SCDMCD)

District Report on Deferred Maintenance
Re: Budget Act of 1981

RIVERSIDE CITY COLLEGE
College Campus

RIVERSIDE
Community College District

District Certification (Signature)

List of Critical Needs by Category

Repair or Replacement (1986-87 thru 1991-92)

Fiscal Year Ending[1] (1)	Type/Use of Bldg. (2)	Age of Building (3)	Age of Roof (4)	Sq. Ft. of Roof. (5)	(ENR 4400) Est. Repair/ Replacement Cost (6)	Critical need Category Class[2] (7)
6-87	Tech "A"	52	21	13,657	18686	1
6-87	Library	17	17	12,000	16400	1

---

1. Report 5 fiscal years of needs.
2. See definitions of critical need classifications.

District Report of Deferred Maintenance
Re: Budget Act of 1981

Riverside City College
College Campus

Riverside
Community College District

District Certification (Signature)

List of Critical Needs by Category

Utility Lines (1986-87 thru 1991-92)

Fiscal Year of Funding[1] (1)	Type & Description of Need (2)	(ENR 3500) Est. Cost (3)	Critical Need Category Class (4)
Swimming Pool Lights			
1986-87	Replace Corroded Swimming Pool Lighting System	15,000	1

1. Report 5 fiscal years of needs.
2. See definitions of critical need classifications.

District Report on Deferred Maintenance
Re: Budget Act of 1981

Riverside City College
College Campus

Riverside
Community College District

District Certification (Signatur

List of Critical Needs by Category

Mechanical Equipment Repair or Replacement (1986-87 thru 1991-92)

Fiscal Year of Funding[1] (1)	Type/Use (2)	Age (3)	Type Fac. Served (4)	(ENR 3500) Est. Repair/ Replacement (5)	Critical Need Category Class[2] (6)
Boiler-Cosmetology 1986-87		27	Class Room	$35,000	1
Swamp Cooler Tech "A" 1986-87		17	Class Room	$16,450	1
Swamp Cooler Cafeteria 1986-87		17	Student Center		1

C

District Report on Deferred Maintenance
Re: Budget Act of 1981

RIVERSIDE CITY COLLEGE
College Campus

RIVERSIDE
Community College District

District Certification (Signature)

List of Critical Needs by Category

Exterior Refinishing & Repair (1986-87 thru 1990-91)

Fiscal Year of Funding[1] (1)	Type & Size of Facility (2)	Years Since Prior Refinishing (3)	(ENR 3500) Est. Cost Refin./Repair (4)	Critical Need Category Class[2] (5)
Exterior Painting (Weather Proofing) (Paint Trim)				
1986-87	Library, Wheelock Gym, Quad Admissions, Tech A and Tech B		$67,050	1

---

1. Report 5 fiscal years of needs.
2. See definition of critical need classifications.

District Report on Deferred Maintenance
Re: Budget Act of 1981

RIVERSIDE CITY COLLEGE
College Campus

RIVERSIDE
Community College District

District Certification (Signature)

List of Critical Needs by Category

Exterior Refinishing and Repair (1986-87 thru 1991-92)

Fiscal Year of Funding[1] (1)	Type & Size of Facility (2)	Years Since Prior Refinishing (3)	(ENR 3500) Est. Cost Refin./Repair (4)	Critical need Category Class (5)
1986-87				
REPAIR EXISTING STORM CHANNEL & CATCH BASIN FOR STORM DRAIN				
1986-87	APPROX. 3,500 LIN.FT	30	$62,000	3
RESURFACE AND REPAIR DRAINS AT TENNIS COURTS				
1986-87	14 courts	6	$40,000	2
CUTTER POOL REPLASTERING				
1986-87	75' X 35' 2" X 12'	6	$15,000	2
REPAIR AND REPLACE EXISTING STORM DRAIN LINES				
1986-87	STORM DRAIN LINES	30	$12,500	3
REPLACE SPRINKLER SYSTEM LANDIS/QUAD				
1986-87	SPRINKLER SYSTEM	30	$32,650	1

1. Report 5 fiscal years of needs.
2. See definition of critical need classifications.

District Report on Deferred Maintenance
Re: Budget Act of 1981

Riverside City College
College Campus

Riverside
Community College District

District Certification (Signature)

List of Critical Needs by Category

Other Critical Needs (1986-87 thru 1991-92)

Fiscal Year of Funding[1] (1)	Type & Description of Need (2)	(ENR 3500) Est. Cost (3)	Critical need Category Class (4)
1986-87			
Interior Painting			
1986-87	Library, Tech B, Cutter Pool, Music Bldg., Cosmetology	$30,000	2
Replacement of Retaining Wall at Technical Buildings			
1986-87	Replace Old Rubble Wall that is extremely unsafe	$250,000	2
Saunders Street Extension (Campus Street			
1986-87	Extend Street to North Campus Boundary to relieve congestion	$207,150	2
All Campus Roads			
1986-87	Repair Asphalt Street on Campus	$27,100	2
Carpeting - Library			
1986-87	Replace Carpet in Library - 10 Years	$36,180	1

District Report on Deferred Maintenance
Re: Budget Act of 1981

Riverside City College
College Campus

Riverside
Community College District

District Certification (Signature)

List of Critical Needs by Category

Other Critical Needs (1986-87 thru 1991-92)

Fiscal Year of Funding[1] (1)	Type & Description of Need (2)	(ENR 3500) Est. Cost (3)	Critical need Category Class (4)
1986-87			
1986-87	Tile Replacement - All Campus	$20,700	2
1986-87	Exterior Doors - All Campus	$20,700	2
1096-97	Key - Security System All Campus	$75,850	1

RECEIVED
OFFICE OF THE [illegible]

CALIFORNIA COMMUNITY COLLEGES
STATE FUNDED INSTRUCTIONAL EQUIPMENT PURCHASES/NEEDS

Riverside Community College District
167223 Code
Dist. No.

Activity Classification	EDP Code	1985-86 (1) Actual	1985-86 (2) Planned	1985-86 (3) Total	1986-87 (4) Total Needs
Agriculture & Natural Resources	0100				
Architecture & Environmental Design	0200				
Biological Sciences	0400	5,196		5,196	
Business & Management	0500				35,000
Communications	0600				
Computer & Information Sciences	0700				250,000
Education	0800				
Engineering & Related Fields	0900	111,648		111,648	50,000
Fine and Applied Arts	1000	89,825		89,825	
Foreign Language	1100				
Health Occupations	1200				
Consumer Education & Home Economics	1300				
Law	1400				
Humanities (Letters)	1500				
Library Science	1600				
Mathematics	1700	90,269		90,269	42,000
Military Studies	1800				
Physical Sciences	1900	11,737		11,737	25,000
Psychology	2000				
Public Affairs & Services	2100				
Social Sciences	2200	1,325		1,325	
Commercial Services	3000				
Interdisciplinary Studies	4900				
Apprenticeship	5300				
Learning Center	6100A				
Media	6100B				
Total	9999	310,000	$	310,000*	$ 402,000 **

TYPE OF EQUIPMENT PURCHASE/NEED

	Replacement (1)	Upgrade (2)	Expansion (3)	Dimension (4)	Total Col. 1 through 4
* 1985-86	$ 156,359	$	$ 51,200	$ 102,441	$ 310,000
** 1986-87	$ 25,000	$	$127,000	$ 250,000	$ 402,000

I hereby certify that to the best of my knowledg the information contained herein is true and correct.

Signature G. R. Woolley, Jr.
District Chief Business Officer
Gordon R. Woolley, Jr.
Asst. Supt., Bus. Mgr.

For Supplemental Information Contact
Name Patti Klingbiel
Title Director, Fiscal Ops.
Telephone (714 684-3240, ext.220

NACUBO/ FY 84/85
COMPARATIVE FINANCIAL STATUS

College Survey participants		
	National	545
	Western	112
	California	43

% over total expenditures	National	Western	Cal.	RCC
Plant operation and maintenance	12%	11.7%	12%	11.3%
Utilities	3.7%	3.4%	4.1%	3.4%
Plant operation and maintenance without utilities	8%	8.3%	7.9%	7.9%
Utilities/gross sq. ft.	$1.11	$1.17	$1.64	$1.53

SECTION L

PLANNED STATUS OF SERVICES PROGRAMS/BUDGETS: HSPS, EOPS

ATTACHMENT 1

DRAFT

COLLEGE CAMPUS RIVERSIDE CITY COLLEGE CAMPUS I.D. ______ NO. (Characters) ______

COLLEGE DISTRICT RIVERSIDE COMMUNITY COLLEGE DISTRICT

PLANNED STATUS OF SERVICES PROGRAMS

TAXONOMY OF SERVICES

MAJOR CATEGORIES AND PROGRAM NUMBER	TOS/P TITLE	1986-87	1987-88	1988-89	1989-90	1990-91
	GENERAL ACCESS SERVICES					
	Admissions Programs	M	M	E	M	M
	Assessment Program	E	E	E	E	E
	GENERAL RETENTION AND TRANSITION SERVICES					
	Counseling, Guidance and Advisory Program	E	E	E	E	E
	Instructional Support Program					
	Health Services Program	M	M	M	M	M
	SUPPLEMENTAL ACCESS, RETENTION AND TRANSITION SERVICES					
	EOPS Program	E	M	M	M	M

STATUS CODE: M= MAINTAIN E=EXPAND D=DELETE I= INITIATE R= REDUCE N= NON EXISTENT

DRAFT

COLLEGE CAMPUS RIVERSIDE CITY COLLEGE CAMPUS I.D. ______ NO. (Characters) ______

COLLEGE DISTRICT RIVERSIDE COMMUNITY COLLEGE DISTRICT

PLANNED STATUS OF SERVICES PROGRAMS

TAXONOMY OF SERVICES

MAJOR CATEGORIES AND PROGRAM NUMBER	TOS/P TITLE	1986-87	1987-88	1988-89	1989-90	1990-91
	HSP&S Program	E	E	M	M	M
	Student Financial Assistance Program	M	M	M	M	M
	Voc Ed Special Services Prgm	E	E	E	E	E
	JTPA Special Services Program	M	E	E	E	E
	COLLEGE SERVICES					
	Child Development Svcs Prgm	M	E	E	M	M
	Housing Services Program	N	N	N	N	N
	Transportation Services Prgm	N	N	N	N	N
	Food Service Program	M	M	E	E	E

STATUS CODE: M= MAINTAIN E=EXPAND D=DELETE I= INITIATE R= REDUCE N= NON EXISTENT

DRAFT

COLLEGE CAMPUS RIVERSIDE CITY COLLEGE
CAMPUS I.D. ______________________
NO. (Characters) ______________________

COLLEGE DISTRICT RIVERSIDE COMMUNITY COLLEGE DISTRICT

PLANNED STATUS OF SERVICES PROGRAMS

TAXONOMY OF SERVICES

MAJOR CATEGORIES AND PROGRAM NUMBER	TOS/P TITLE	19-86-87	1987-88	1988-89	1989-90	1990-91
	Campus Police Program	M	M	M	E	E
	Student Bookstore Program	M	M	E	E	E
	Student Activities Program	E	E	E	E	E
	College Athletics Program	E	M	E	E	E
	Community Services Program	E	E	E	E	E
	SERVICES ADMINISTRATION					
	Student Personnel Administrative Svcs Program	E	M	E	E	E

STATUS CODE: M= MAINTAIN E=EXPAND D=DELETE I= INITIATE R= REDUCE N= NON EXISTENT

ATTACHMENT 2

DRAFT

HSPS Budget Form

Project No. ____________

College Code ____________

Due: ______ ______

TOTAL COSTS - SERVICES

		Object of Expenditure Categories						TOTAL SERVICES COSTS
		1000	2000	3000	4000	5000	6000	
Special Facilities	1	0	0	0			1,000	1,000
Special Education Material	2	0	0	0	2,600			2,600
Special Education Assistance	3	62,738	103,625	47,191	0	1,150	0	214,704
Mobility Assistance	4		1,200	15				1,215
Transportation	5	0						
PADS	6					1,050	0	1,050
TOTAL SERVICES COSTS	7	62,738	104,825	47,206	2,600	2,200	1,000	220,569

TOTAL COSTS - INSTRUCTION (For all special classes - no exceptions)

		Object of Expenditure Categories						TOTAL INSTRUCTION COSTS
		1000	2000	3000	4000	5000	6000	
Special Facilities	8							
Special Education Material	9				50	250		300
Special Education Assistance	10	36,970		7,155				44,125
Mobility Assistance	11							
Transportation	12							
PADS	13							
TOTAL INSTRUCTION COSTS	14	36,970		7,155	50	250		44,425

1000 -- Certificated Salaries
2000 -- Classified Salaries
3000 -- Employee Benefits
4000 -- Supplies and Materials
5000 -- Other Operating Expenses and Services
6000 -- Capital Outlay (includes Books and Equipment)

SFPE A-1 (Rev. 7/85)

EOPS BUDGET AND ACCOUNTING FORM

College Name Riverside City College
Riverside Community College District
Code 0922
Project No. 85-33-6870

1	2			3	4	5	6	7	8	9
OBJECT CODES	Category			Budget Approval Request		Adjustments to EOPS Budget		Final Report 7/1 thru 6/30		
	A	B	C	District Contrib.	EOPS Funds	Adjustments	Adjusted Budget	District Contrib.	EOPS Funds	Remaining Balance
1000	X	///	///							
CERTIFICATED	///	X	///							
SALARIES	///	///	X							
SUBTOTAL	///	///	///	-0-	-0-					
2000	X	///	///		15,937					
CLASSIFIED	///	X	///	12,442	50,786					
SALARIES	///	///	X		21,251					
SUBTOTAL	///	///	///	12,442	87,974					
3000	X	///	///		5,279					
EMPLOYEE	///	X	///	3,284	13,191					
BENEFITS	///	///	X		268					
SUBTOTAL	///	///	///	3,284	18,738					
4000	X	///	///							
BOOKS, SUPPLIES,	///	X	///		750					
EQUIP. REPL.	///	///	X							
SUBTOTAL	///	///	///	-0-	750					
5000	X	///	///		400					
OTHER OPERATING	///	X	///		900					
EXP. & SERVICES	///	///	X							
SUBTOTAL	///	///	///	-0-	1,300					
6000	X	///	///							
CAPITAL	///	X	///							
OUTLAY	///	///	X							
SUBTOTAL	///	///	///	-0-	-0-					
7000	///	///	X	4,000	70,947					
OTHER OUTGO	///	///	X							
SUBTOTAL	///	///	///	4,000	70,947					
GRAND TOTALS	///	///	///	19,726	179,709					

(OVER)

SECTION M

EOPS FIVE YEAR PROJECTION

RIVERSIDE CITY COLLEGE ************** EOPS FIVE YEAR PROJECTIONS

1985-86

4.3 **Number of Students Served by Component: Unduplicated**

No. Unduplicated Eligible Students			No. Unduplicated Ineligible Students		
Component (A)	Planned (B)	Actual (C)	Component (D)	Planned (E)	Actual (F)
200	300 •	300	200	250 •	250
300	150 •	150	300	100 •	100
400	350 •	350	400	0 •	0
500	200 •	200	500	100 •	100
600	0 •	0	600	100 •	100
700	450 •	350	700	0 •	0
800	0 •	0	800	100 •	100
900	450 •	350	900	//////////	//////////

1986-87

4.3 **Number of Students Served by Component: Unduplicated**

No. Unduplicated Eligible Students			No. Unduplicated Ineligible Students		
Component (A)	Planned (B)	Actual (C)	Component (D)	Planned (E)	Actual (F)
200	315 •	XXX	200	263 •	XXX
300	158 •	XXX	300	105 •	XXX
400	368 •	XXX	400	0 •	XXX
500	210 •	XXX	500	105 •	XXX
600	0 •	XXX	600	105 •	XXX
700	473 •	XXX	700	0 •	XXX
800	0 •	XXX	800	105 •	XXX
900	473 •	XXX	900	//////////	//////////

RIVERSIDE CITY COLLEGE *************** EOPS FIVE YEAR PROJECTIONS

1987-88

4.3 Number of Students Served by Component: Unduplicated

No. Unduplicated Eligible Students

Component (A)	Planned (B)	Actual (C)
200	331 *	XXX
300	166 *	XXX
400	386 *	XXX
500	221 *	XXX
600	0 *	XXX
700	497 *	XXX
800	0 *	XXX
900	497 *	XXX

No. Unduplicated Ineligible Students

Component (D)	Planned (E)	Actual (F)
200	277 *	XXX
300	111 *	XXX
400	0 *	XXX
500	111 *	XXX
600	111 *	XXX
700	0 *	XXX
800	111 *	XXX
900	//////////	//////////

1988-89

4.3 Number of Students Served by Component: Unduplicated

No. Unduplicated Eligible Students

Component (A)	Planned (B)	Actual (C)
200	348 *	XXX
300	174 *	XXX
400	405 *	XXX
500	232 *	XXX
600	0 *	XXX
700	522 *	XXX
800	0 *	XXX
900	522 *	XXX

No. Unduplicated Ineligible Students

Component (D)	Planned (E)	Actual (F)
200	291 *	XXX
300	117 *	XXX
400	0 *	XXX
500	117 *	XXX
600	117 *	XXX
700	0 *	XXX
800	117 *	XXX
900	//////////	//////////

RIVERSIDE CITY COLLEGE *************** EOPS FIVE YEAR PROJECTIONS

4.3 Number of Students Served by Component: Unduplicated

No. Unduplicated Eligible Students			No. Unduplicated Ineligible Students		
Component (A)	Planned (B)	Actual (C)	Component (D)	Planned (E)	Actual (F)
200	365 *	XXX	200	306 *	XXX
300	183 *	XXX	300	123 *	XXX
400	425 *	XXX	400	0 *	XXX
500	244 *	XXX	500	123 *	XXX
600	0 *	XXX	600	123 *	XXX
700	548 *	XXX	700	0 *	XXX
800	0 *	XXX	800	123 *	XXX
900	548 *	XXX	900	//////////	//////////

1990-91

4.3 Number of Students Served by Component: Unduplicated

No. Unduplicated Eligible Students			No. Unduplicated Ineligible Students		
Component (A)	Planned (B)	Actual (C)	Component (D)	Planned (E)	Actual (F)
200	383 *	XXX	200	321 *	XXX
300	192 *	XXX	300	130 *	XXX
400	446 *	XXX	400	0 *	XXX
500	256 *	XXX	500	130 *	XXX
600	0 *	XXX	600	130 *	XXX
700	575 *	XXX	700	0 *	XXX
800	0 *	XXX	800	130 *	XXX
900	575 *	XXX	900	//////////	//////////

SECTION N

SITE STUDIES, BLUROCK PARTNERSHIP

June 1986

DISTRICT MASTER PLAN
Riverside Community College District

RIVERSIDE · MORENO VALLEY · LA SIERRA · NORCO

The Blurock Partnership · Architects

DISTRICT MASTER PLAN
Riverside Community College District

June 1986

Board of Trustees

Leroy Gren, President
Frances Nelson, Vice President
Wilfred Airey, Secretary
Alan Pauw
Les Richter

Charles A. Kane, Superintendent/President

DISTRICT MASTER PLAN

Riverside Community College District

Introduction

The buildings in the Riverside City Campus Quadrangle are recognized as the first buildings constructed solely for junior college use in southern California. Built in 1924, they were known as the Science Building and the Library. However, it took 26 years before the Quadrangle was completely enclosed in 1950-51.

1967-68 saw the next major building project completed--the Library, Physical Science, Life Science and Student Center structures. In the seventies, four additional buildings were added--Art, Automotive Technology, Business Education and the Child Development Center.

With enrollment peaking at nearly 17,000 students in 1981, followed by externally-induced declines for the next four years, the District is positioning itself to meet anticipated enrollment increases in the midst of one of the major population explosions in the country.

Eighty percent of the District's growth will come from in-migration as people move eastward from Orange and Los Angeles counties seeking less expensive land and housing.

With increased population and, eventually, a concomitant increase in jobs, enrollments should increase dramatically during the next fourteen years. For these reasons, the District has set forth on a plan of action to meet the diverse educational needs of the communities it serves well into the next century.

At the outset of its 71st year of existence, the District is embarking on an educational/-building plan of tremendous size and consequence. In addition to enhancing the current Riverside City Campus (RCC), educational facilities are to be developed in the La Sierra, Norco and Moreno Valley areas of the District. It is planned that the latter two will ultimately become complete campuses. Other sites within the District will be developed as Satellites or Centers.

A Satellite is an off-campus location, such as a high school, church, bank, store, etc., in which the District offers one or more classes. Normally such sites are rented or leased.

In a Center, one or more self-contained programs are offered. An example of a Center would be the Academy of Justice in the Jurupa area. A Dean and support staff are housed there.

To be a Campus, a more comprehensive selection of programs and courses must be offered. Normally, the District owns the land and the buildings on the site. Administration and support staff appropriate to enrollment will be located on each campus.

Educational Master Plan

A Multi Campus College

As detailed in earlier planning, the Riverside Community College District will be a single college, multi-campus community college district. Accordingly, the overall educational master plan for the district has been designed to complement this multi-campus structure.

A major factor which was considered in developing the master plan was the duplication or non-duplication of programs and services at the various campus sites.

Another factor considered was the relative costs for various programs as well as a program's need for specialized accommodations such as laboratory, clinical and technical equipment facilities.

Finally, the unique characteristics of the communities served by a particular campus were also considered.

In reviewing these factors, it became apparent that each site would have a number of common programs and services and in turn, each site would have some unique or specialized programs and services.

In common to all campuses will be a general education component. That is, courses such as English, history, mathematics, science, psychology, social science, etc. Also, services such as admissions, registration, counseling, financial aid advisement, child care, bookstore, food services, etc., must be provided.

Programs which will be unique to a particular site would include nursing, cosmetology, automotive technology, graphics, welding, machine and tool design, dental technology and similar vocational and technical courses.

It is anticipated that the campus in Riverside will continue in much the same manner as it is currently structured with a comprehensive offering of programs and services.

In turn, it is anticipated that the Norco campus and the Moreno Valley campus will offer programs specific to their communities such as urban horticulture, health and fitness, child development, and cultural/community activity programs. It is planned that in all cases, the college campus will become the cultural and activity center for the surrounding community.

The library services for the campuses will be an integrated system to avoid duplication. Also, an interlibrary connection between the university, the community college, the city and the county library systems would seem appropriate.

It would also be logical to develop recreational facilities at each of the sites in cooperation with the surrounding city recreation departments and developers. Again, this would create a joint use concept and avoid costly duplication.

Educational Master Plan

A Multi Campus College

Flexibility of facilities for future unforeseen needs must be included in each site's master plan. Research has indicated that a general rule to follow in planning future campuses is to equate facility needs on the basis of 2.5 square feet per weekly student contact hour (WSCH). Thus, assuming a campus has 8,000 students, each of whom generates 9.2 WSCH, a campus would require approximately 184,000 square feet of facilities. This does not include special activities or outside space needs such as parking or recreational facilities.

Using these general guidelines, specific educational programs for each site have been developed. These programs are listed in the sections that follow.

The Educational Master Plan

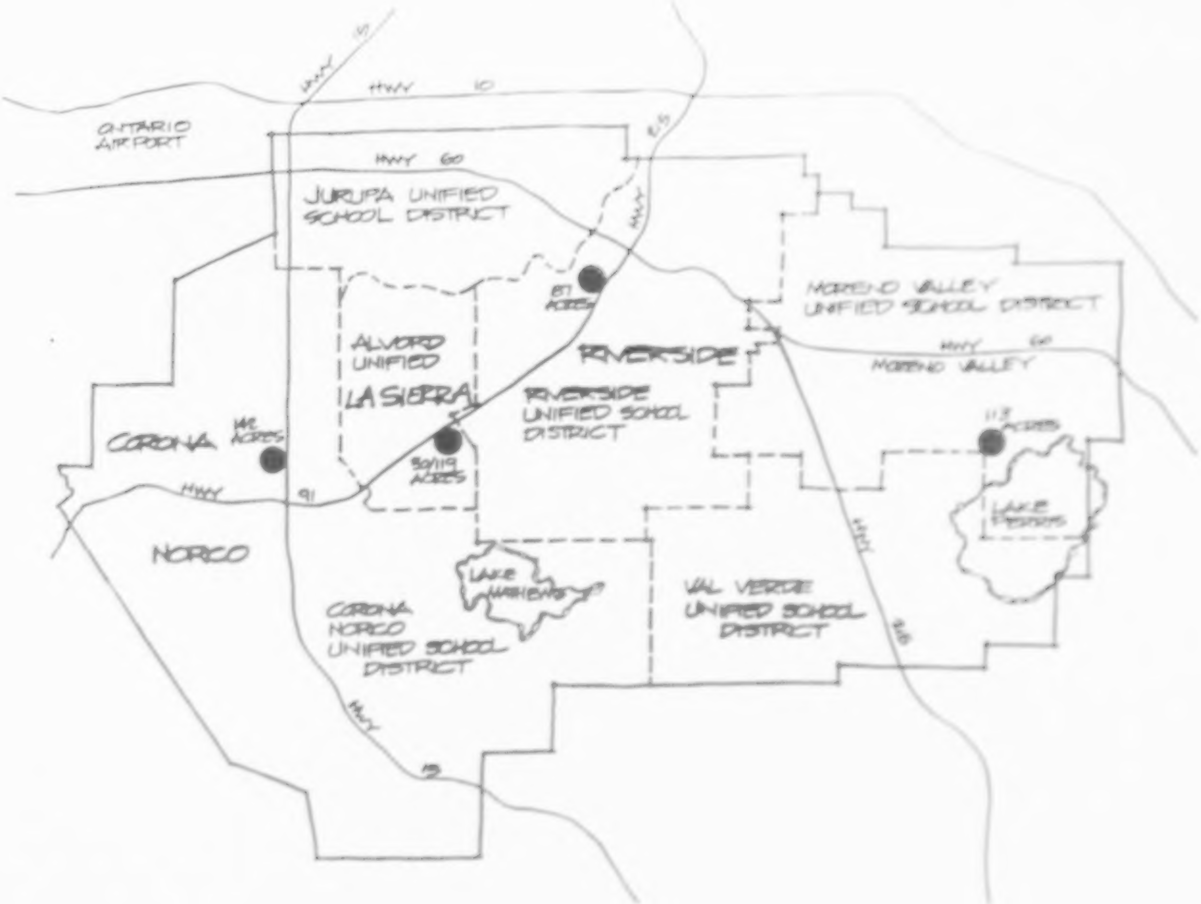
Program	R	MV	N
Accounting	X	X	X
Admin. of Justice	X	X	X
Agri-Business	X		X
Air Condt. & Refrig.	X		
Anatomy & Physiology	X		
Anthropology	X	X	X
Art	X	X	X
Astronomy	X		
Auto Body Tech.	X		
Auto Tech.	X		X
Banking & Finance	X		X
Biology	X	X	X
Botany	X	X	X
Business Admin.	X	X	X
Chemistry	X	X	X
Computer Info. Systems	X	X	X
Construction Tech.	X		
Cosmetology	X		
Dental Tech.	X		
Early Childhood Std.	X	X	X
Economics	X	X	X
Electronics	X	X	X
Engineering	X		
English	X	X	X
Fire Science	X		
French	X		
Geography	X	X	X
Geology	X	X	
German	X	X	X
Graphic Tech.	X		
Guidance	X		
Health Science	X	X	X
History	X	X	X
Home Economics	X	X	X

DISTRICT MASTER PLAN
Riverside Community College District

The Educational Master Plan

Program	R	MV	N
Horticulture		X	X
Humanities	X	X	X
Journalism	X		
Learning Skills	X	X	X
Machine Shop Tech.	X		
Management	X	X	X
Manual Communications	X	X	X
Marketing	X	X	X
Mathematics	X	X	X
Medical Assisting	X	X	
Microbiology	X		
Military Science	X		
Music	X	X	X
Nursing	X	X	
Office Admin.	X	X	X
Philosophy	X		X
Photography	X		
Physical Education	X		X
Physical Science	X	X	X
Physics	X		X
Political Science	X	X	X
Psychology	X	X	X
Real Estate	X	X	X
Sociology	X	X	X
Spanish	X	X	X
Speech	X	X	X
Supervision	X	X	X
Surveying Tech.	X		
Theatre Arts	X	X	
Welding	X		
Work Experience	X	X	X

R	Riverside Campus
MV	Moreno Valley Campus
N	Norco Campus


HWY 15
HWY 10
ONTARIO AIRPORT
HWY 60
HWY 215
JURUPA UNIFIED SCHOOL DISTRICT
87 ACRES
ALVORD UNIFIED
LA SIERRA
RIVERSIDE
RIVERSIDE UNIFIED SCHOOL DISTRICT
MORENO VALLEY UNIFIED SCHOOL DISTRICT
HWY 60
MORENO VALLEY
113 ACRES
CORONA
142 ACRES
30/119 ACRES
HWY 91
LAKE PERRIS
NORCO
LAKE MATHEWS
CORONA NORCO UNIFIED SCHOOL DISTRICT
VAL VERDE UNIFIED SCHOOL DISTRICT
HWY 215
HWY 15

Location Map

DISTRICT MASTER PLAN
Riverside Community College District

RIVERSIDE
MORENO VALLEY
LA SIERRA
NORCO

The Blurock Partnership - Architects

DISTRICT MASTER PLAN
Riverside Community College District

RIVERSIDE CITY CAMPUS

The Blurock Partnership · Architects

Introduction

The Riverside City Campus of Riverside Community College District, established in 1916 with the first permanent building completed in 1924, has experienced continued growth with the exception of the war years and some post Proposition 13 years. Population increases in the area served by the District are expected to cause steady enrollment increases at the Riverside City Campus. The level of increase on this campus can be controlled by providing facilities for students on the Norco and Moreno Valley Campuses and the La Sierra Center. At present, the campus is built on approximately 87 acres.

The material presented in this report is based on population projections and participation percentages provided in the *Riverside Community College District Comprehensive Plan 1985-2000*, dated August 1985. The Plan projects an enrollment of 22,000 students at the Riverside City Campus by the year 2000.

Campus Plan to Date

Fall, 1985

87 Acres (approx.)
487,195 SF of Buildings (GSF)
335,557 SF of Buildings (ASF)
1196 Classes/Semester
11,450 Students (est.)
2,740 Parking Spaces

The current status of the facilities on the Riverside City Campus is as shown on the map Section of this document. Current projects within existing college boundaries include the Arroyo Baseball Sports Complex and minor remodeling projects within existing buildings.

Future Projects under consideration to accommodate the projected growth in enrollment include the following:

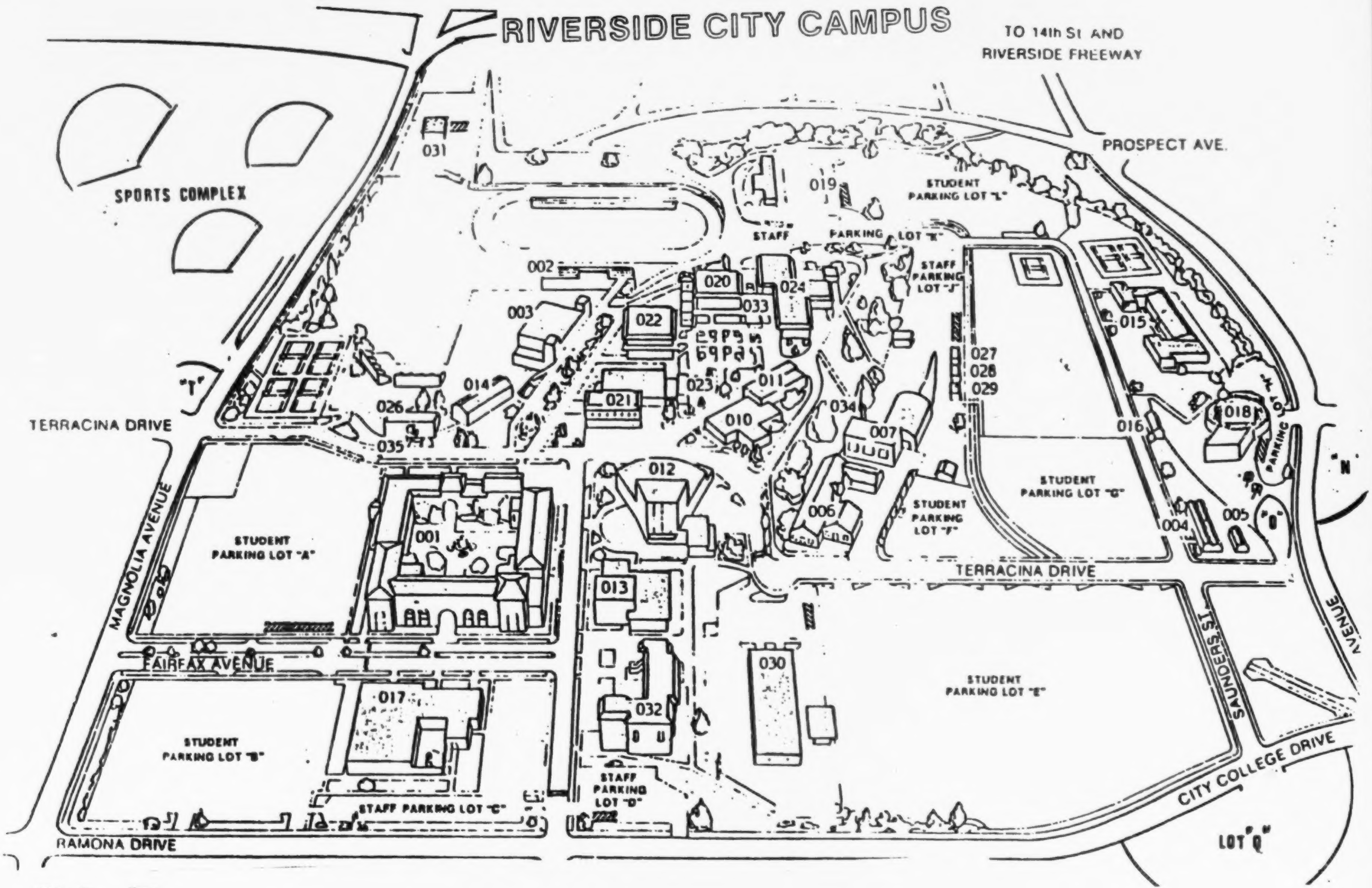
1. Acquisition of additional properties adjacent to the present campus to serve District and Foundation needs.

2. Construction of a classroom building to provide general purpose and laboratory classrooms.

3. Develop additional parking spaces using unused or little used space on campus, multi-level parking structures or additional property adjacent to the campus.

4. Provide for better ingress and egress in the northern part of the campus.

5. Develop the Art Gallery in Quadrangle Room 143 and remove annex added prior to construction of the Dr. Martin Luther King Library.


RIVERSIDE CITY CAMPUS
TO 14th St AND
RIVERSIDE FREEWAY
PROSPECT AVE.
SPORTS COMPLEX
031
019
STUDENT PARKING LOT "L"
STAFF PARKING LOT "K"
STAFF PARKING LOT "J"
002
003
020
024
033
022
015
"T"
027
028
029
014
021
023
011
018
026
034
010
007
TERRACINA DRIVE
035
PARKING LOT
016
012
"N"
STUDENT PARKING LOT "G"
MAGNOLIA AVENUE
STUDENT PARKING LOT "A"
001
006
STUDENT PARKING LOT "F"
004
005
"O"
TERRACINA DRIVE
013
AVENUE
SAUNDERS ST.
FAIRFAX AVENUE
030
017
032
STUDENT PARKING LOT "E"
STUDENT PARKING LOT "B"
CITY COLLEGE DRIVE
STAFF PARKING LOT "D"
STAFF PARKING LOT "C"
RAMONA DRIVE
LOT "Q"

Bldg. No.	Name
001	A. G. Paul Quadrangle
002	Stadium
003	Wheelock Gym
004	Maintenance Shop
005	Maintenance Pt. Shop
006	Technology Bldg. A
007	Technology Bldg. B
008	Warehouse Annex A
009	Warehouse Annex C
010	Admissions Counseling
011	Data Processing
012	Landis Auditorium
013	Music Building
014	Art Building
015	Womens Gym
016	Main Warehouse
017	Administration
018	Cosmetology
019	Cutter Pool
020	Life Science
021	Library
022	Physical Science
023	Planetarium
024	Student Center
025	Warehouse Annex B
026	Ceramics Schedule
027	Athletic/P.E./Recreation
028	Portable Class Room
029	Solar Energy
030	Auto Technology
031	Child Development Center
032	Business Education
033	Elevator Student Center
034	Elevator Tech B
035	Elevator to Arts & Ceramics

DISTRICT MASTER PLAN

Riverside Community College District

MORENO VALLEY CAMPUS

The Blurock Partnership · Architects

487

MORENO VALLEY CAMPUS

Introduction

The Moreno Valley Campus became a viable option for the college when the Robert P. Warmington Company acquired the Wolfskill Ranch property and began to create a 1400-acre master planned community. A campus for the college is an integral part of the master plan with current discussions occurring with the college staff and the company with respect to exact boundaries and details for the property reconveyance.

Located approximately fifteen miles from the current campus, it is anticipated that this campus will serve the educational needs of this rapidly growing area for the foreseeable future.

MORENO VALLEY CAMPUS

Campus Plan to Date

Fall, 1985

113 Acres (approx.)
184,000 SF of Buildings (Year 2000)
52 Classes/Semester
1,456 Students (est.)
8,000 Estimated Number of Students (Year 2000)

During the 1985-1986 academic year, classes in the Moreno Valley area are being held at March Air Force Base and Moreno Valley High School. Average class size has increased significantly over previous years and a greater selection of courses has been provided.

Constraints on the existing military and high school facilities are now beginning to occur. This is especially evident for large lecture classes and laboratory facilities. In addition, demand for daytime, (especially late afternoon) courses is beginning to occur.

480

Required Spaces

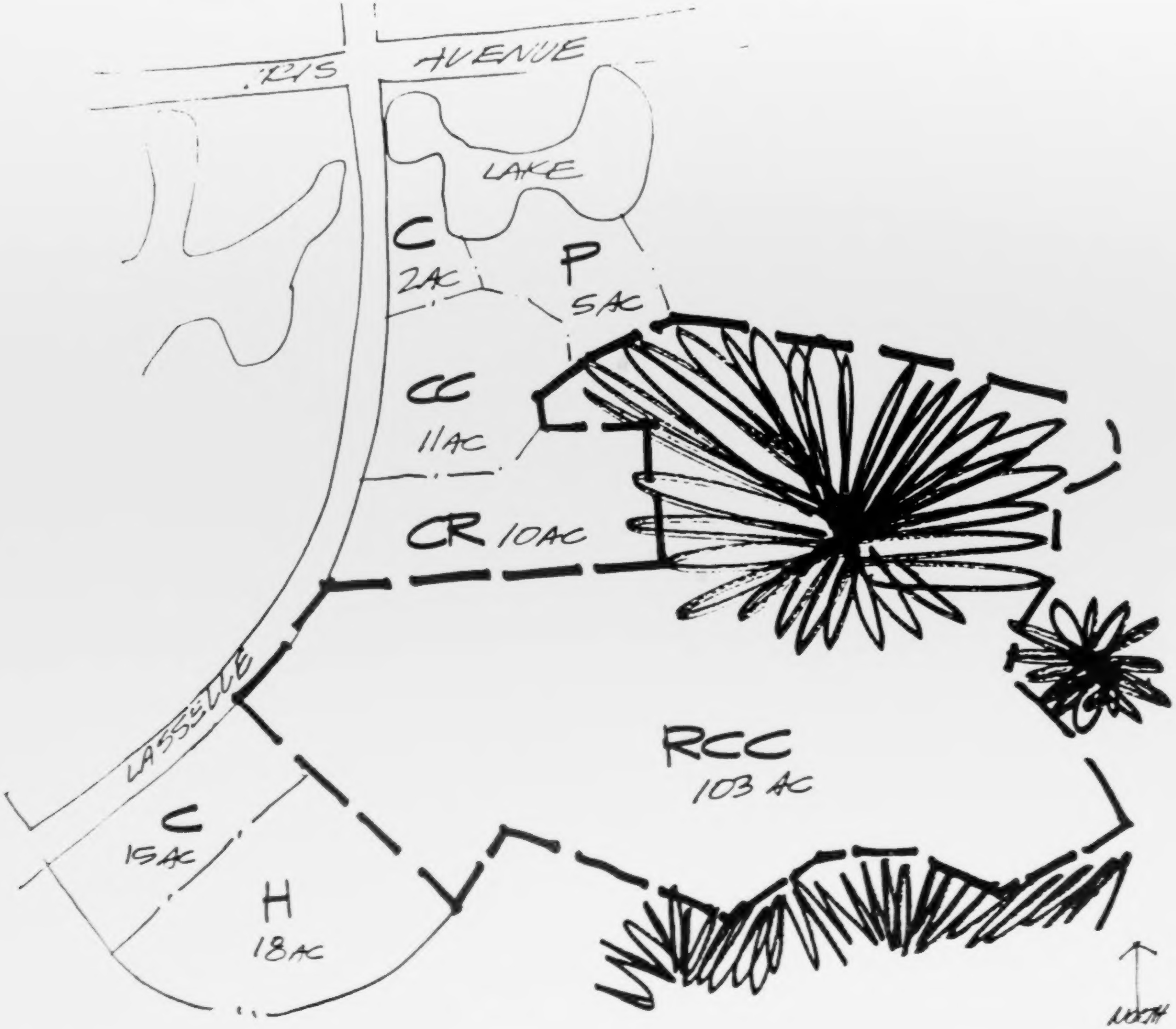
Type	Number of Rooms	Size (Sq. Ft.)	Capacity	WSCH
Large Lecture Classrooms	2	2,400	120	5,800
Medium Lecture Classrooms	6	1,500	75	10,800
Small Lecture Classrooms	25	1,000	50	30,000
Accounting Labs	2	1,800	42	2,000
Computer Labs	1	1,800	42	1,000
Office Machines	2	1,200	42	2,000
Art Lab	3	1,450	36	2,600
Music Lab	2	1,450	36	1,800
Drama	1	1,450	36	900
Drafting Lab	1	1,200	36	900
Biology/Earth Science	3	1,450	36	2,600
Physics/Chemistry	2	1,450	36	1,800
Health Science Lab	2	1,080	36	1,800
Archaeology/Geology Lab	1	1,450	36	900
Home Economics Lab	1	2,160	36	900
Agriculture/Horticulture	1	1,450	36	900
Electronics	1	1,450	36	900
P.E. Labs				6,400
				74,000
		Total		**74,000 × 2.5 = 184,000 SF**

Spaces & Area Allocation

Clusters	Number of Rooms	Size (Sq. Ft.)	Sub Total	Total
Campus Center				
Administration				
Library				
Bookstore				
Food Service				
Misc. Student Services				
				45,000
Arts & Letters				
Large Classroom Lecture	2	2,400	4,800	
Medium Classroom Lecture	2	1,500	3,000	
Small Classroom Lecture	13	1,000	13,000	
Language Lab	1	1,000	1,000	
Offices, Storage, etc.			4,000	
				25,800
Business & Office Administration				
Medium Classroom Lecture	2	1,500	3,000	
Small Classroom Lecture	4	1,000	4,000	
Accounting Lab	2	1,800	3,600	
Computer Lab	1	1,800	1,800	
Office Machines Lab	2	1,200	2,400	
Office, Storage, etc.			3,000	
				17,800
Science & Math				
Small Lecture Classroom	6	1,000	6,000	
Biology Laboratory	2	1,450	2,900	
Chemistry/Physics Lab	2	1,450	2,900	
Archaeology/Geology	1	1,450	1,450	
Botony	1	1,450	1,450	
Office, Storage, etc.			3,400	
				18,100

Spaces & Area Allocation

Clusters	Number of Rooms	Size (Sq. Ft.)	Sub Total	Total
Health Sciences				
Gym/Dance Lab				
Locker Room M/W			10,000	
Health Science Lab,	2	1,080	2,160	
Health Science Classrooms	2	1,000	2,000	
Offices, Storage, etc.			3,200	
Work Experience & Medical Center	1	1,800	1,800	
				19,160
Fine Arts/Performing Arts				
Theatre/Drama Stage			10,800	
Drama Classroom	1	1,450	1,450	
Lab, Lecture, Art/Drama	2	1,200	2,400	
Art Classroom Labs	3	1,450	4,350	
Office, Storage, etc.			2,000	
Music Lab	2	1,450	2,900	
				23,900
Trade & Industry				
Small Lecture Classroom	2	1,000	2,000	
Horticulture	1	1,450	1,450	
Electronics Lab	1	1,450	1,450	
Drafting Labs	1	1,200	1,200	
Home Economics Lab	1	2,160	2,160	
Horticulture Greenhouse	(2)	1,300	2,600	
Offices, Storage, etc.			1,200	
				12,060
Misc. Assignable				
				22,180
			Grand Total - Gross Area	**184,000 SF**


.RIS AVENUE
LAKE
C
2AC
P
5AC
CC
11AC
CR 10AC
RCC
103 AC
LASSELLE
C
15AC
H
18AC
NORTH

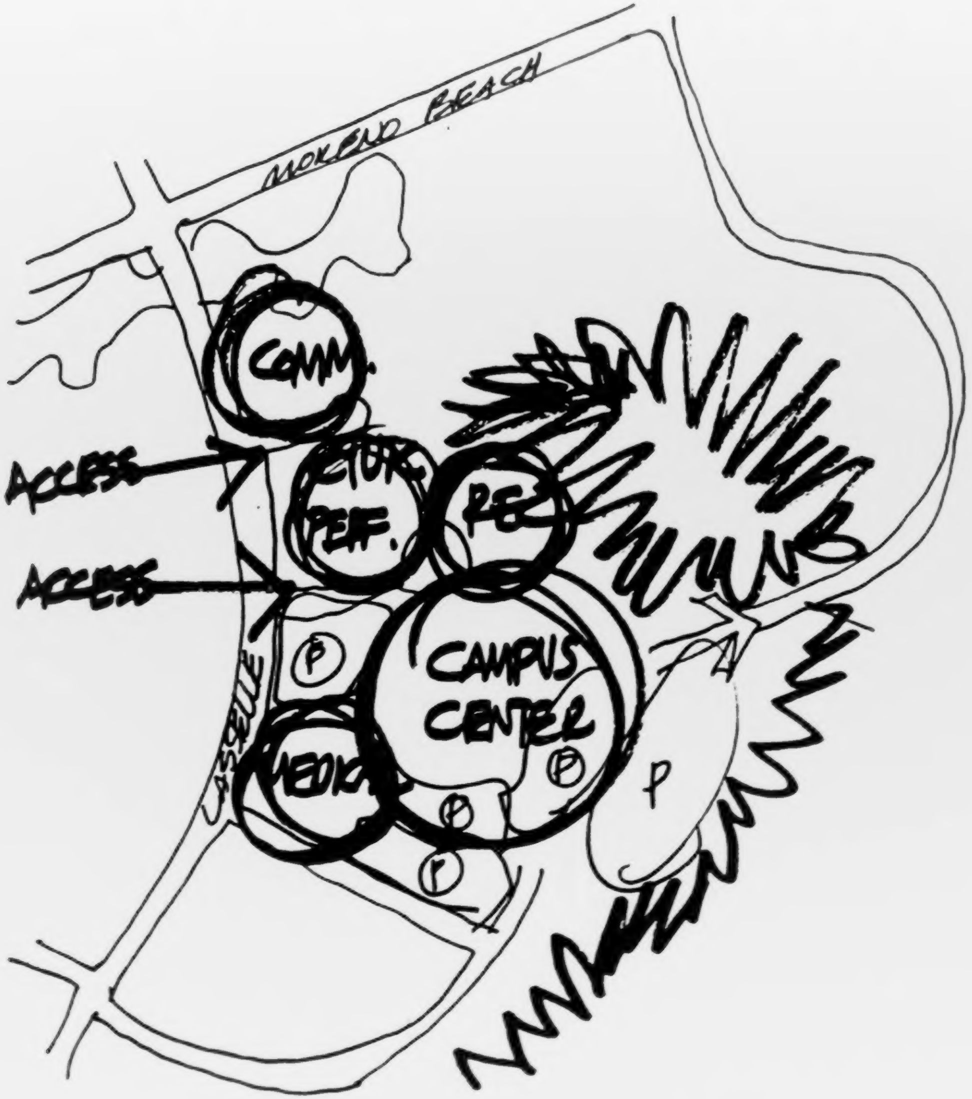
Land Use

Parking	
Campus & Hospital	38 Acres
Campus Center	15 Acres
Hospital	3 Acres
Net	66 Acres
Open Space	37 Acres
Total	103 Acres
Community Rec. Center	10 Acres
	113 Acres

DISTRICT MASTER PLAN
Riverside Community College District

MORENO VALLEY
CAMPUS

The Blurock Partnership · Architects


MORENO BEACH
COMM.
CTUR. PERF.
REC
ACCESS
ACCESS
CAMPUS CENTER
P
P
P
P
P
MEDICAL
LASSELLE

Land Use

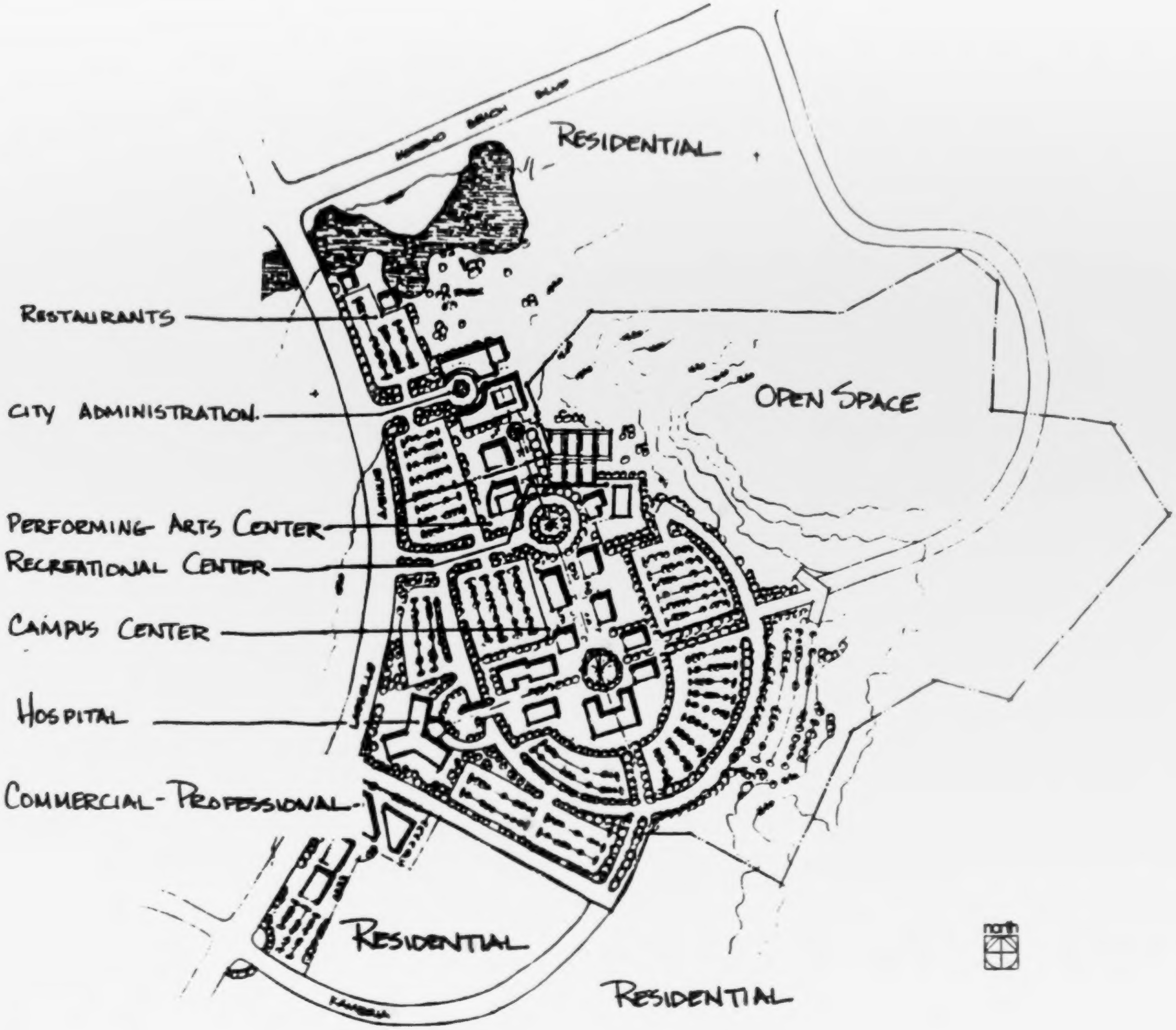
Net Usable	66 Acres
Open Space	37 Acres
Total	103 Acres
Community Rec. Center	10 Acres
	113 Acres

DISTRICT MASTER PLAN
Riverside Community College District

MORENO VALLEY CAMPUS

The Blurock Partnership · Architects

Land Use


MORENO BEACH BLVD
RESIDENTIAL
RESTAURANTS
CITY ADMINISTRATION
OPEN SPACE
PERFORMING ARTS CENTER
RECREATIONAL CENTER
CAMPUS CENTER
HOSPITAL
COMMERCIAL-PROFESSIONAL
RESIDENTIAL
RESIDENTIAL
north

DISTRICT MASTER PLAN
Riverside Community College District

MORENO VALLEY
CAMPUS

The Blurock Partnership · Architects

DISTRICT MASTER PLAN
Riverside Community College District

LA SIERRA CENTER

The Blurock Partnership · Architects

Introduction

In 1962, a great deal of time was spent looking for a second site to serve as a future campus. The last parcel of the site was deeded to the district on June 8, 1965. There were four primary acquisitions with the largest acquisition being a subdivision known as Valley View Farms.

The site contains a railroad spur that is currently leased. Also, the site has been leased annually for a nominal amount for agricultural purposes in growing grains and grazing of sheep, which has helped in meeting weed abatement requirements.

The community has shown a great deal of interest over the past 10 years in the portion of the site that is adjacent to the Riverside Freeway. Many developers would like to acquire it for their own use. However, current discussions of the Board of Trustees have been leaning to ground leasing the site, or portions of the site, which appears to be a very advantageous long-range option.

The site, which is approximately 119 acres, has a natural flood plain on the back portion which is planned to be channeled as part of the Arlington Flood Control Project. There was an easement granted to the Southern California Gas Company for a high pressure gas line. The location of these are shown on several maps of the site. Ten acres of the property adjacent to the freeway has been zoned commercial. The hill top has one of the most commanding views of the southwestern portion of the City of Riverside.

The access from the freeway via the La Sierra Avenue off-ramp, makes this a most desirable site as La Sierra Avenue is the major roadway to the Lake Mathews/Mead Valley area and is the first road from I-15 going east that allows vehicles access over the mountains into the Lake Mathews area.

Some development has occurred on the northeast side of the site along Vallejo Street for flood control purposes. A very small portion of the site was donated to the City of Riverside for a roadway to allow the City roadway access. There have been discussions with the City of Riverside concerning the alignment of Indiana Avenue. However, at this particular time specifics have not been completed thus giving the district some options to effect the alignment of Indiana Avenue.

Campus Plan to Date

119 Acres (Approx.)
--- SF of Buildings
--- Classes/Semester
3,000-5,000 Estimate Number of Students (Year 2000)

The Center Plan for the La Sierra site has been discussed for many years, with the most current plan being:

a. Land lease approximately three-fourths of the site	±89 Acres
b. On the remaining one-fourth of the site, office space and parking will be provided for the district administration offices.	±30 Acres

The instructional program would be expected to cater to a strong evening program and is more specifically outlined in the district Educational Master Plan.

5[illegible]5

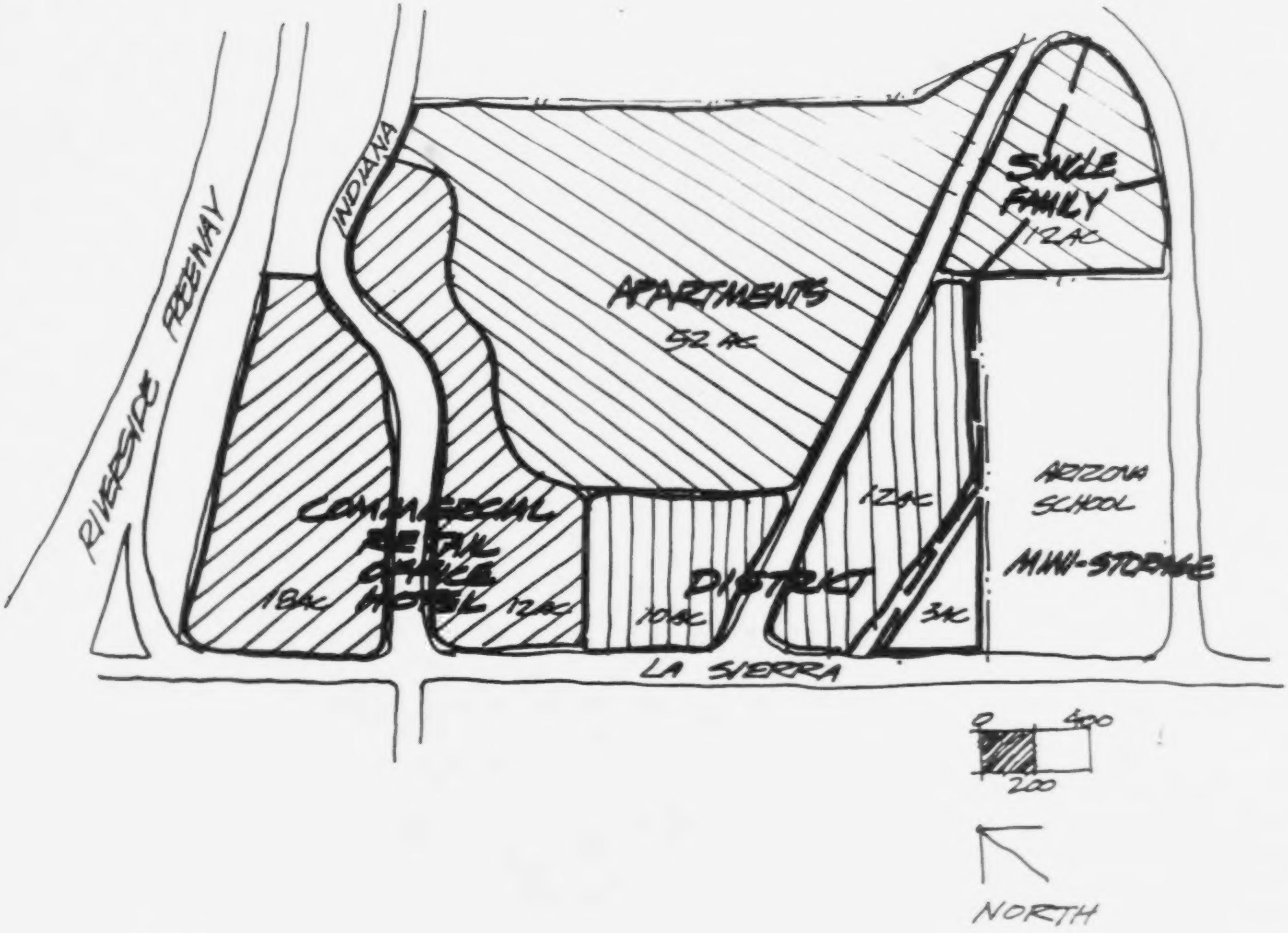
Courses and Programs

The La Sierra site will be designated as a non-traditional innovative program site. It is anticipated programs such as, but not limited to, the following will be offered:

A. Contract education courses
B. Small business training workshop sessions
C. Conference center programs
D. Continuing education programs in:
  1. Banking
  2. Insurance
  3. Real Estate
  4. Financial Planning
  5. Health Care
  6. Nursing
E. Hotel/restaurant training programs

The emphasis would be on short-term, flexible scheduling for as little as part of one day to a few weeks in duration. Block scheduling for an entire day or week long activities could be scheduled. Flexibility and innovation will be the key ideas.

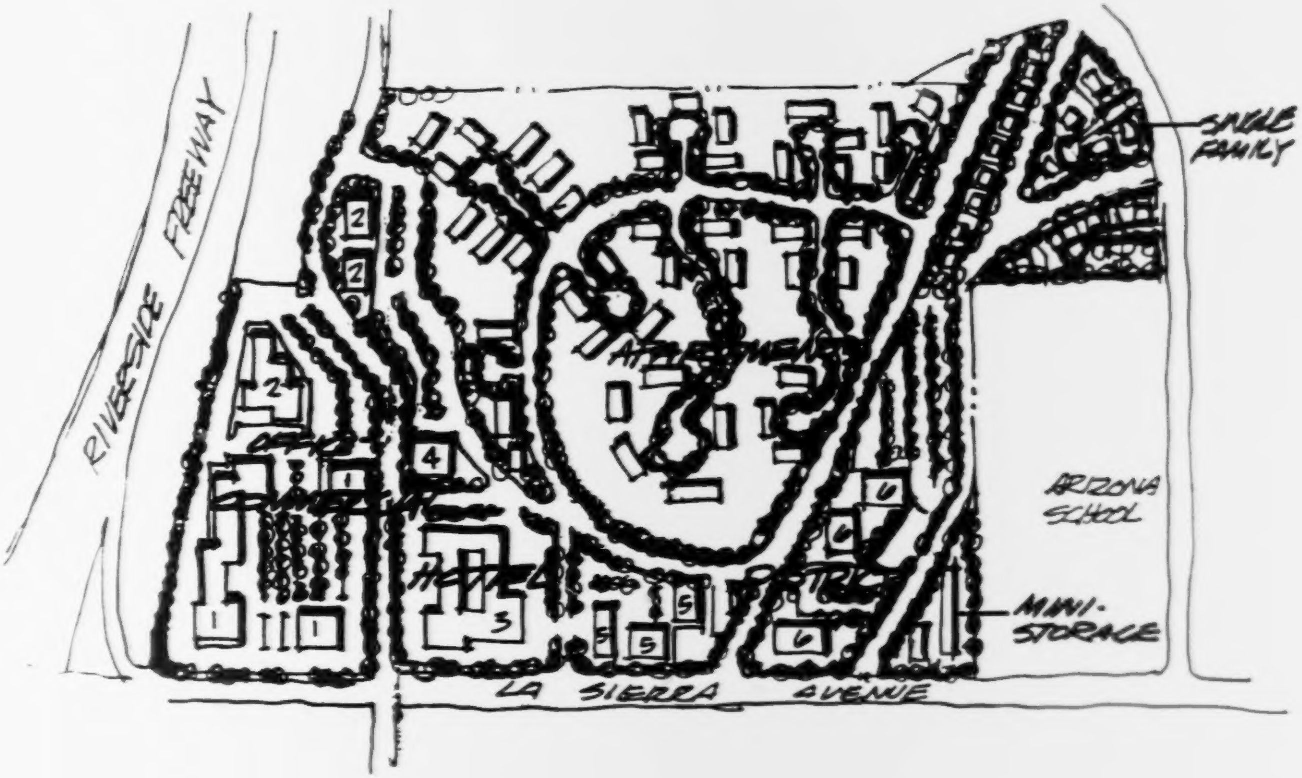
Land Use


RIVERSIDE FREEWAY
INDIANA
APARTMENTS
52 AC
SINGLE FAMILY
12 AC
COMMERCIAL
RETAIL
OFFICE
HOTEL
18 AC
12 AC
DISTRICT
10 AC
12 AC
3 AC
ARIZONA
SCHOOL
MINI-STORAGE
LA SIERRA
0
400
200
NORTH

DISTRICT MASTER PLAN
Riverside Community College District

LA SIERRA CENTER

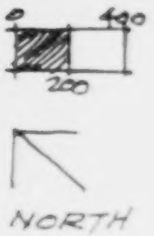
The Blurock Partnership · Architects


RIVERSIDE FREEWAY
LA SIERRA AVENUE
SINGLE FAMILY
APARTMENTS
ARIZONA SCHOOL
MINI-STORAGE
OFFICE
HOTEL
DISTRICT
1
2
3
4
5
6

Land Use

District	22 Acres
Commercial/Hotel Retail Office	30 Acres
Apartments	52 Acres
Single Family	12 Acres
Mini-Storage	3 Acres
Total	119 Acres

1. Commercial Shops, etc.
2. Office and Medical Office
3. Hotel/Restaurant
4. District Offices
5. District Conference Center
6. Educational Facilities
   - A. Continuing Education
   - B. Business Training Center


0
400
200
NORTH

DISTRICT MASTER PLAN
Riverside Community College District

LA SIERRA CENTER

The Blurock Partnership · Architects

DISTRICT MASTER PLAN
Riverside Community College District

NORCO CAMPUS

The Blurock Partnership · Architects

Introduction

Substantial population increases will occur in the next fifteen years in the Corona, Norco, La Sierra, and Mira Loma areas. With the completion of Interstate 15 between State highways 60 and 91 in 1988, this area will become a part of one of the prime business corridors in Southern California.

In June, 1985, the District acquired 141.86 acres of Navy property in Norco. Located twenty miles from the Riverside City Campus, the Norco property provides the land necessary to meet the educational needs inherent in this anticipated growth.

The Norco Campus will first operate as a center with limited offerings. As enrollments increase and programs are added, it will develop as a campus with a comprehensive curriculum.

Campus Plan to Date

Fall, 1985

141.86 Acres (approx.)
61 Classes (Corona, Norco, La Sierra High Schools)
1,708 Students

Fall, 2000

184,000 Square Feet of Buildings
8,000 Students

From 1981-82 to 1984, there was a steady increase in enrollment in the Corona/Norco/La Sierra areas, and Fall, 1985, course figures reflect this same pattern. Combined enrollments at these locations represent 58% of the total enrollment at District off-campus sites.

The Norco Campus is strategically located with proximity to major industries. It is anticipated that, in addition to general education courses, degree and certificate programs, specialized offerings in electronics and other technical instruction will be in demand on this campus.

Courses reflecting the special interests of the community such as equestrian skills, animal husbandry and related instruction will be included in the curriculum.

Required Spaces

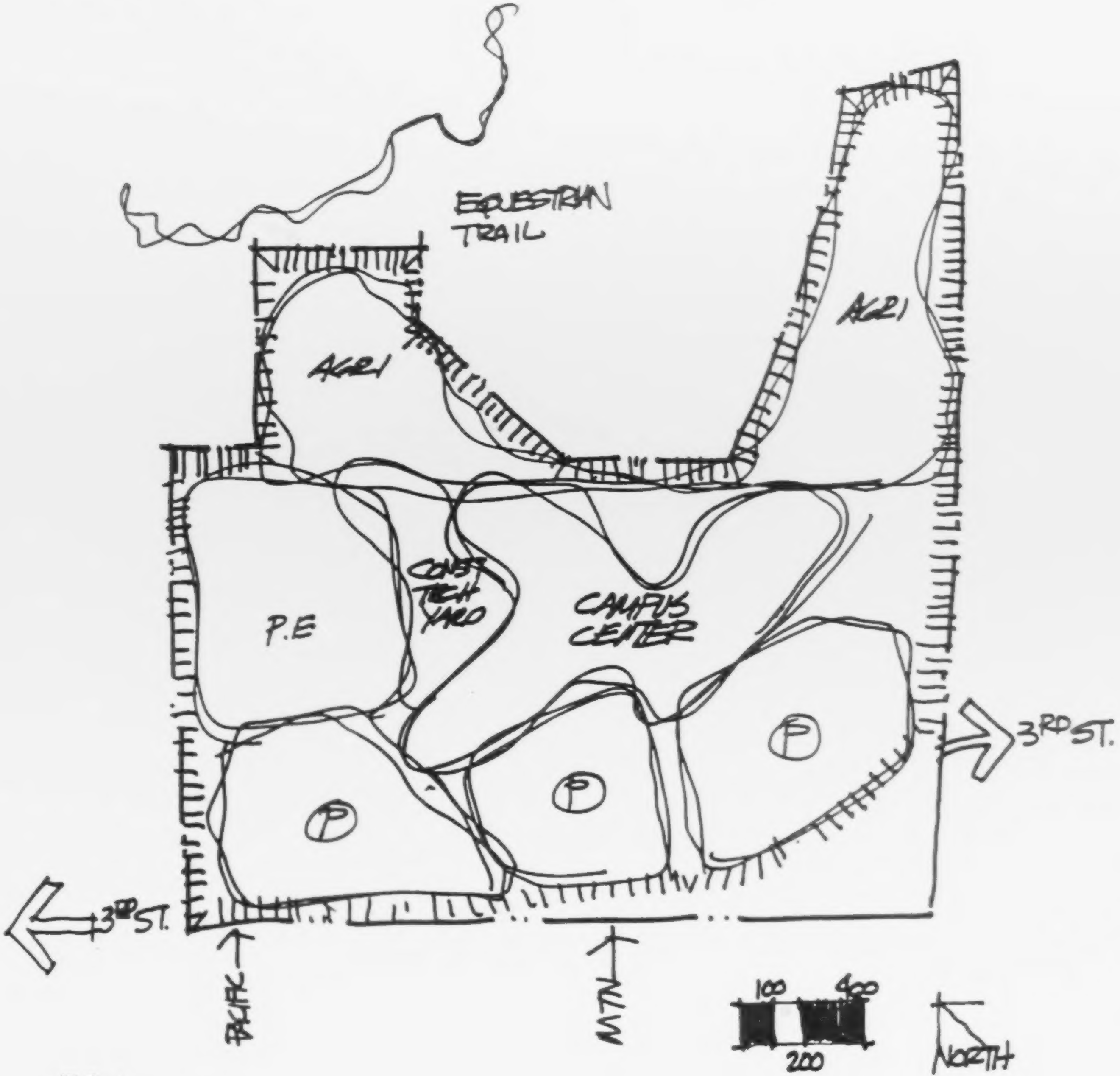
Type	Number of Rooms	Size (Sq. Ft.)	Capacity	WSCH
Large Lecture Classrooms	2	2,400	120	5,800
Medium Lecture Classrooms	6	1,500	75	10,800
Small Lecture Classrooms	25	1,000	50	30,000
Accounting Labs	2	1,800	42	2,000
Computer/Business	1	1,800	42	1,000
Office Machines	2	1,200	42	2,000
Art Lab	3	1,450	36	2,600
Music Lab	2	1,450	36	1,800
Drama	1	1,450	36	900
Drafting Lab	2	1,200	36	1,800
Biology/Earth Science	3	1,450	36	2,600
Physics/Chemistry	3	1,450	36	2,600
Health Science Lab	2	1,080	36	1,800
Agriculture/Mechanics/Auto	1	2,160	36	900
Agriculture/Horticulture	1	1,450	36	900
Electronics	1	1,450	36	900
P.E. Labs				5,600
				74,000
		Total	**74,000 × 2.5 = 184,000 SF**	

Spaces & Area Allocation

Clusters	Number of Rooms	Size (Sq. Ft.)	Sub Total	Total
Campus Center				
Administration				
Library				
Bookstore				
Food Service				
Misc. Student Services				
				45,000
Arts & Letters				
Large Classroom Lecture	2	2,400	4,800	
Medium Classroom Lecture	2	1,500	3,000	
Small Classroom Lecture	13	1,000	13,000	
Offices, Storage, etc.			4,000	
				24,800
Business & Office Administration				
Medium Classroom Lecture	2	1,500	3,000	
Small Classroom Lecture	4	1,000	4,000	
Accounting Lab	2	1,800	3,600	
Computer/Business Lab	1	1,800	1,800	
Office Machines Lab	2	1,200	2,400	
Offices, Storage, etc.			3,000	
				17,800
Natural Sciences				
Small Lecture Classroom	6	1,000	6,000	
Biology/Earth Science Lab	3	1,450	4,350	
Chemistry/Physics Lab	3	1,450	4,350	
Office, Storage, etc.			3,400	
				18,100

Spaces & Area Allocation

Clusters	Number of Rooms	Size (Sq. Ft.)	Sub Total	Total
Health Sciences				
Gym/Dance Lab			10,000	
Locker Room M/W			5,000	
Health Science Lab, Weights, etc.	2	1,080	2,160	
Health Science Classrooms	1	1,000	1,000	
Offices, Storage, etc.			3,200	
				21,360
Fine Arts/Performing Arts				
Theatre/Drama Stage			10,800	
Drama Classroom	1	1,450	1,450	
Lab, Lecture, Art/Drama	2	1,200	2,400	
Art Labs	3	1,450	4,350	
Office, Storage, etc.			2,000	
Music Lab	2	1,450	2,900	
				23,900
Trade & Industry				
Small Lecture Classrooms Agriculture/Business Horticulture	2	1,000	2,000	
Electronics Lab	1	1,450	1,450	
Agriculture/Automotive Lab	1	2,160	2,160	
Drafting Labs	2	1,200	2,400	
Horticulture Greenhouse Agriculture/Barns/Stables	(1)	1,200	1,200 2,800	
Offices, Storage, etc.			1,800	
				13,810
Misc. Assignable				
				19,230
			Grand Total - Gross Area	**184,000 SF**


EQUESTRIAN TRAIL
AGRI
AGRI
P.E
CONST TECH YARD
CAMPUS CENTER
P
P
P
3RD ST.
3RD ST.
PACIFIC
MTN
100
400
200
NORTH

Land Use

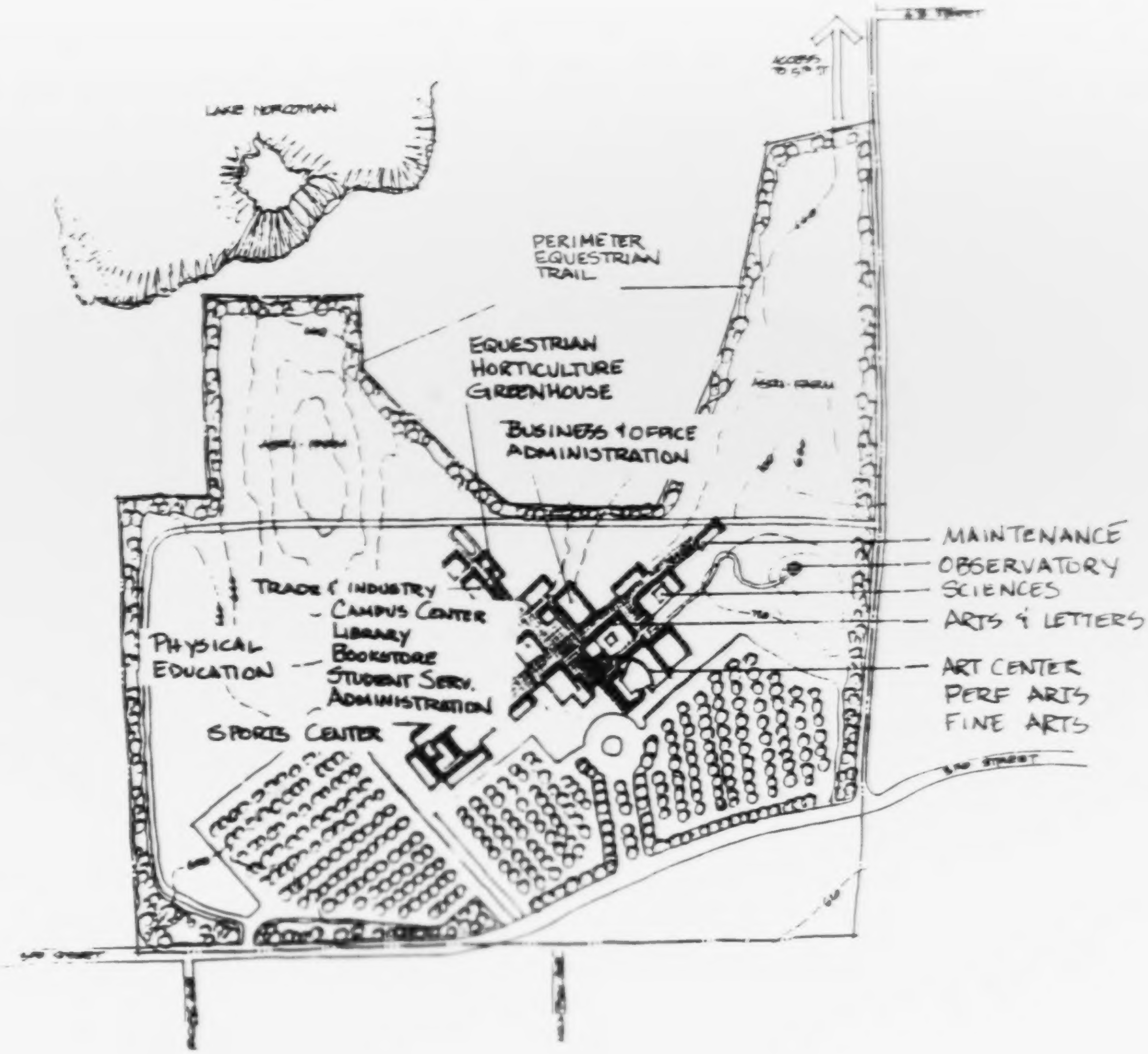
Parking	25 Acres
Buildings	12 Acres
Athletics	30 Acres
Agriculture	30 Acres
Trade & Industry	14 Acres
Roads, Equestrian Trails-Open Space	30 Acres
Total	141 Acres

DISTRICT MASTER PLAN
Riverside Community College District

NORCO CAMPUS

The Blurock Partnership · Architects

Land Use


LAKE NORCONIAN
ACCESS TO 5th ST
PERIMETER EQUESTRIAN TRAIL
EQUESTRIAN
HORTICULTURE
GREENHOUSE
BUSINESS & OFFICE ADMINISTRATION
MAINTENANCE
OBSERVATORY
SCIENCES
ARTS & LETTERS
ART CENTER
PERF ARTS
FINE ARTS
TRADE & INDUSTRY
CAMPUS CENTER
LIBRARY
BOOKSTORE
STUDENT SERV.
ADMINISTRATION
PHYSICAL EDUCATION
SPORTS CENTER

DISTRICT MASTER PLAN
Riverside Community College District
NORCO CAMPUS

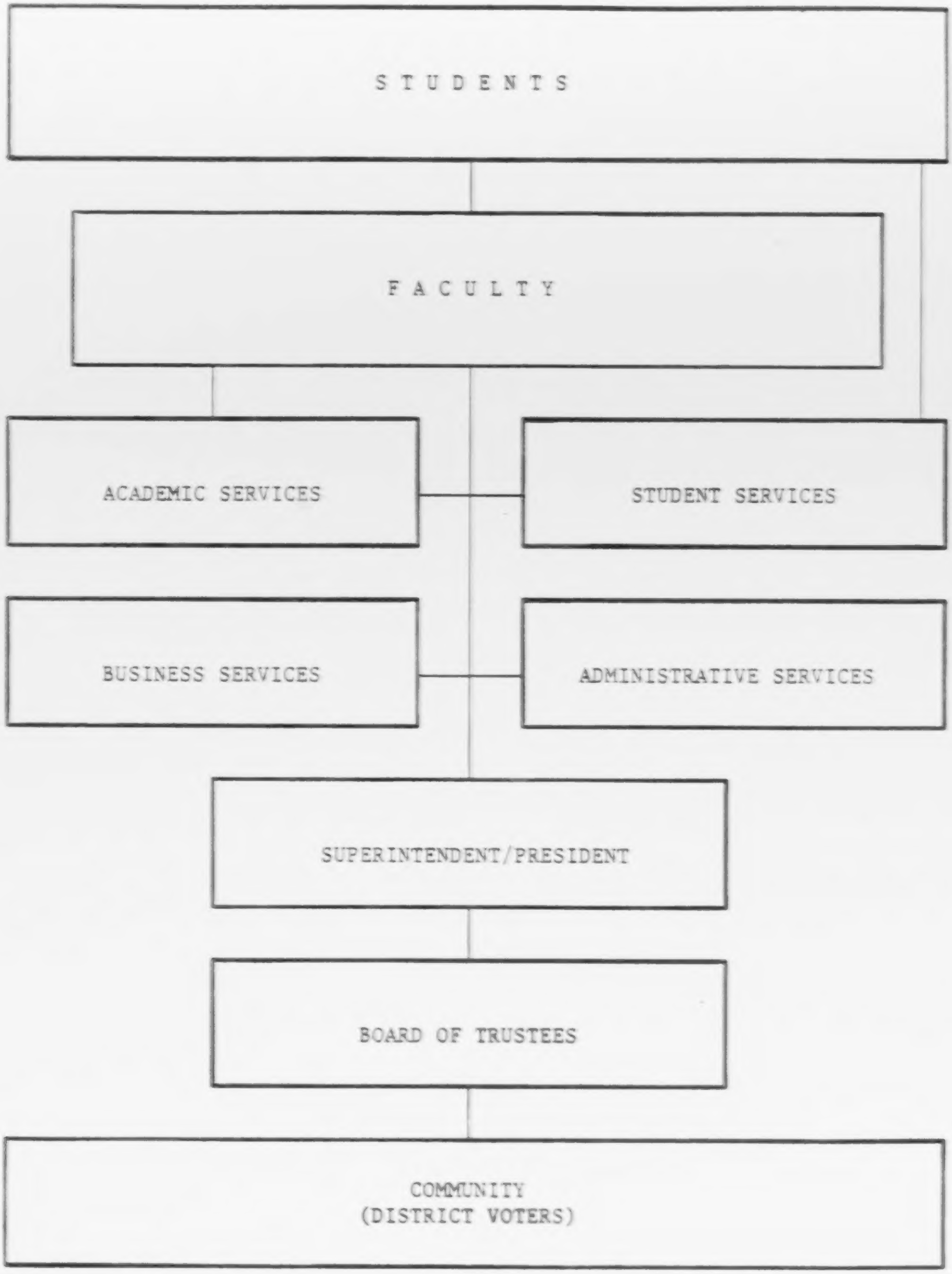
The Blurock Partnership · Architects

SECTION O

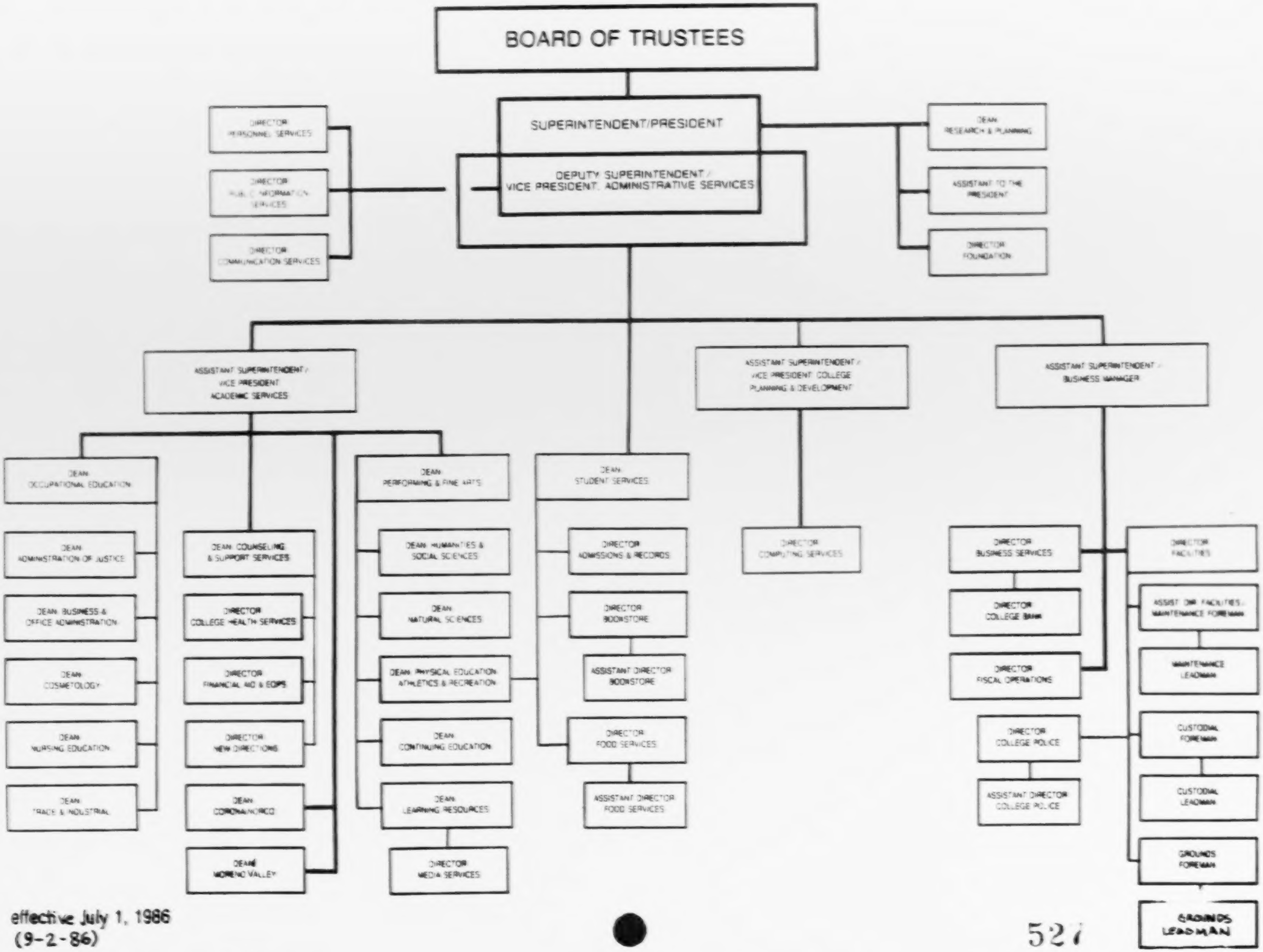
ORGANIZATION STRUCTURE

RIVERSIDE COMMUNITY COLLEGE DISTRICT

ORGANIZATIONAL STRUCTURE

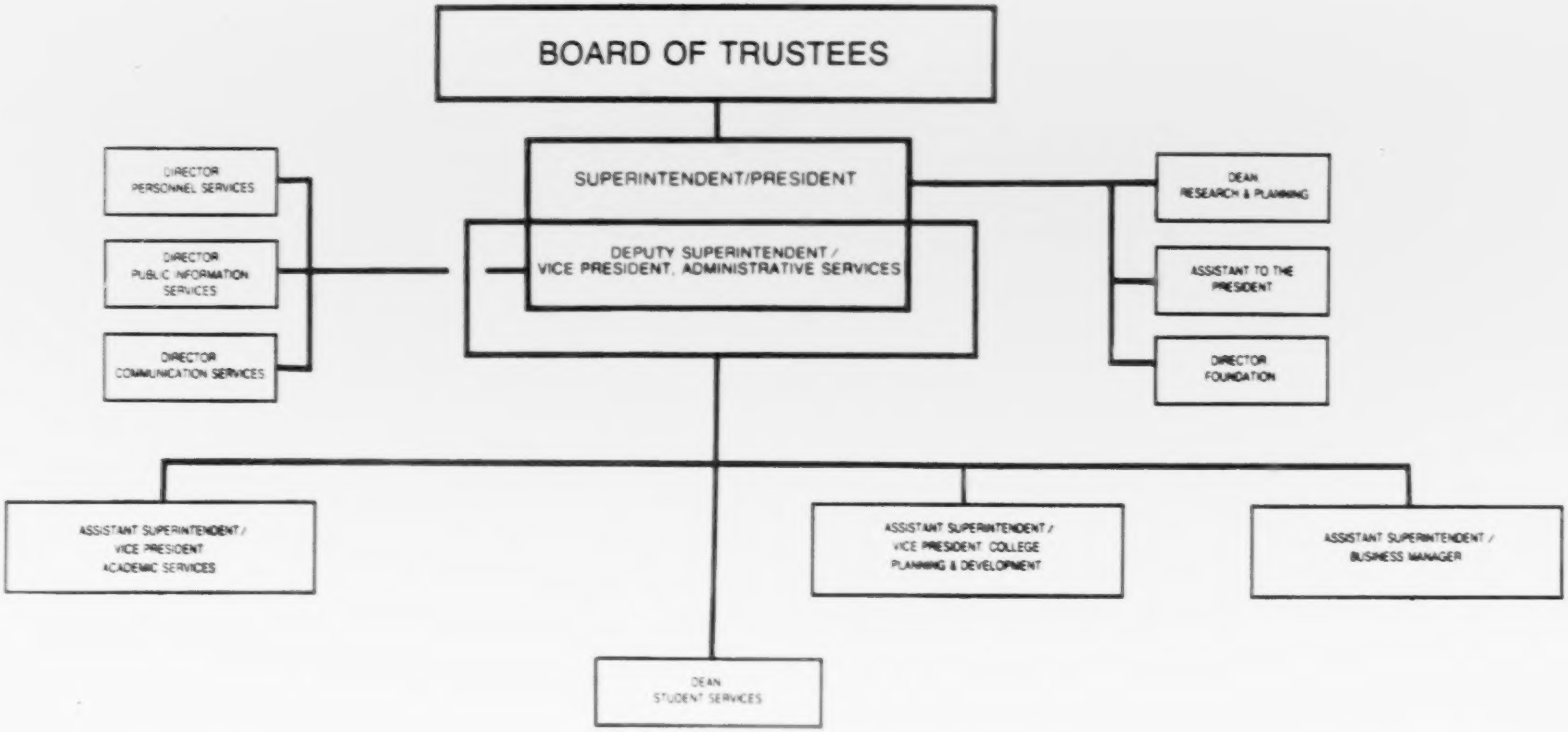

STUDENTS
FACULTY
ACADEMIC SERVICES
STUDENT SERVICES
BUSINESS SERVICES
ADMINISTRATIVE SERVICES
SUPERINTENDENT/PRESIDENT
BOARD OF TRUSTEES
COMMUNITY
(DISTRICT VOTERS)

RIVERSIDE COMMUNITY COLLEGE DISTRICT
ORGANIZATIONAL CHART
1986-87


BOARD OF TRUSTEES
SUPERINTENDENT/PRESIDENT
DEPUTY SUPERINTENDENT / VICE PRESIDENT, ADMINISTRATIVE SERVICES
DIRECTOR PERSONNEL SERVICES
DIRECTOR PUBLIC INFORMATION SERVICES
DIRECTOR COMMUNICATION SERVICES
DEAN RESEARCH & PLANNING
ASSISTANT TO THE PRESIDENT
DIRECTOR FOUNDATION
ASSISTANT SUPERINTENDENT / VICE PRESIDENT ACADEMIC SERVICES
ASSISTANT SUPERINTENDENT / VICE PRESIDENT COLLEGE PLANNING & DEVELOPMENT
ASSISTANT SUPERINTENDENT / BUSINESS MANAGER
DEAN OCCUPATIONAL EDUCATION
DEAN ADMINISTRATION OF JUSTICE
DEAN BUSINESS & OFFICE ADMINISTRATION
DEAN COSMETOLOGY
DEAN NURSING EDUCATION
DEAN TRADE & INDUSTRIAL
DEAN COUNSELING & SUPPORT SERVICES
DIRECTOR COLLEGE HEALTH SERVICES
DIRECTOR FINANCIAL AID & EOPS
DIRECTOR NEW DIRECTIONS
DEAN CORONA/NORCO
DEAN MORENO VALLEY
DEAN PERFORMING & FINE ARTS
DEAN HUMANITIES & SOCIAL SCIENCES
DEAN NATURAL SCIENCES
DEAN PHYSICAL EDUCATION ATHLETICS & RECREATION
DEAN CONTINUING EDUCATION
DEAN LEARNING RESOURCES
DIRECTOR MEDIA SERVICES
DEAN STUDENT SERVICES
DIRECTOR ADMISSIONS & RECORDS
DIRECTOR BOOKSTORE
ASSISTANT DIRECTOR BOOKSTORE
DIRECTOR FOOD SERVICES
ASSISTANT DIRECTOR FOOD SERVICES
DIRECTOR COMPUTING SERVICES
DIRECTOR BUSINESS SERVICES
DIRECTOR COLLEGE BANK
DIRECTOR FISCAL OPERATIONS
DIRECTOR COLLEGE POLICE
ASSISTANT DIRECTOR COLLEGE POLICE
DIRECTOR FACILITIES
ASSIST. DIR. FACILITIES / MAINTENANCE FOREMAN
MAINTENANCE LEADMAN
CUSTODIAL FOREMAN
CUSTODIAL LEADMAN
GROUNDS FOREMAN
GROUNDS LEADMAN

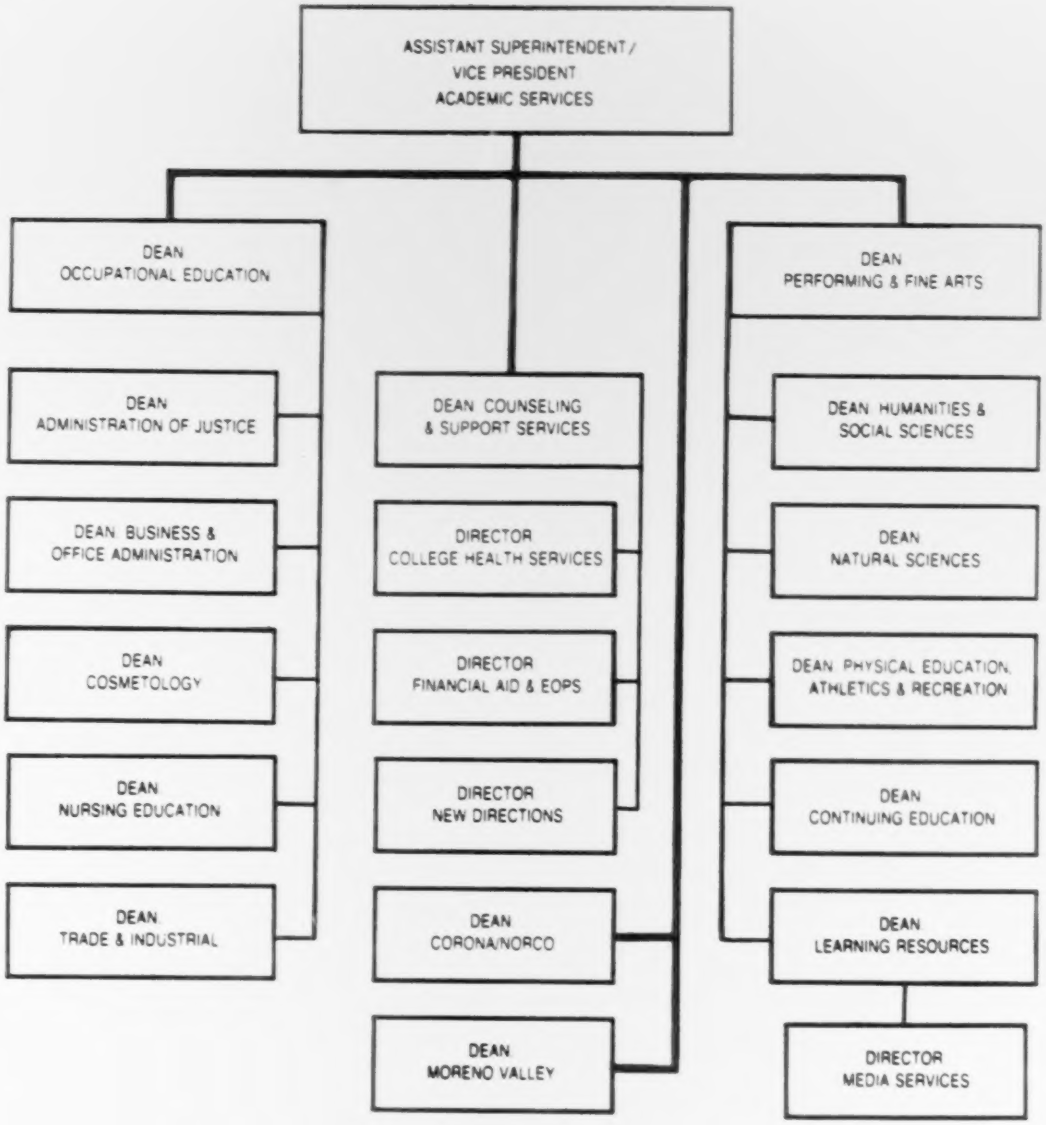
effective July 1, 1986
(9-2-86)

ORGANIZATIONAL CHART
SUPERINTENDENT/PRESIDENT


BOARD OF TRUSTEES
SUPERINTENDENT/PRESIDENT
DEPUTY SUPERINTENDENT / VICE PRESIDENT, ADMINISTRATIVE SERVICES
DIRECTOR PERSONNEL SERVICES
DIRECTOR PUBLIC INFORMATION SERVICES
DIRECTOR COMMUNICATION SERVICES
DEAN RESEARCH & PLANNING
ASSISTANT TO THE PRESIDENT
DIRECTOR FOUNDATION
ASSISTANT SUPERINTENDENT / VICE PRESIDENT ACADEMIC SERVICES
ASSISTANT SUPERINTENDENT / VICE PRESIDENT, COLLEGE PLANNING & DEVELOPMENT
ASSISTANT SUPERINTENDENT / BUSINESS MANAGER
DEAN STUDENT SERVICES

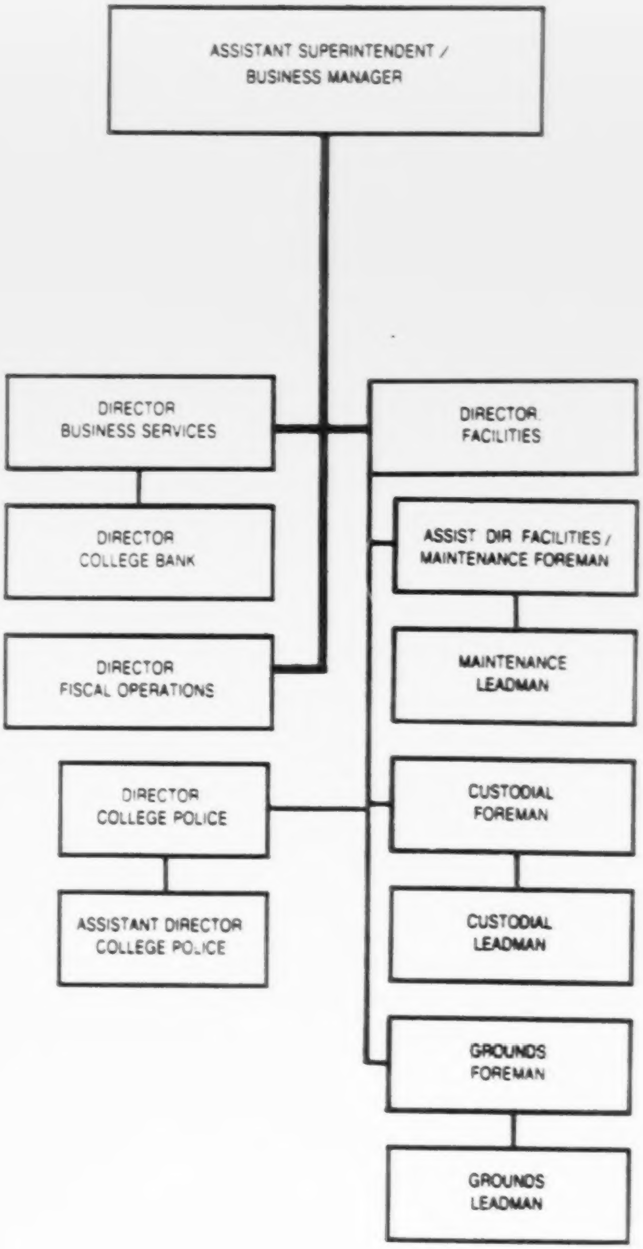
(8-1-86)

ORGANIZATIONAL CHART
ACADEMIC SERVICES


ASSISTANT SUPERINTENDENT / VICE PRESIDENT ACADEMIC SERVICES
DEAN OCCUPATIONAL EDUCATION
DEAN ADMINISTRATION OF JUSTICE
DEAN BUSINESS & OFFICE ADMINISTRATION
DEAN COSMETOLOGY
DEAN NURSING EDUCATION
DEAN TRADE & INDUSTRIAL
DEAN COUNSELING & SUPPORT SERVICES
DIRECTOR COLLEGE HEALTH SERVICES
DIRECTOR FINANCIAL AID & EOPS
DIRECTOR NEW DIRECTIONS
DEAN CORONA/NORCO
DEAN MORENO VALLEY
DEAN PERFORMING & FINE ARTS
DEAN HUMANITIES & SOCIAL SCIENCES
DEAN NATURAL SCIENCES
DEAN PHYSICAL EDUCATION, ATHLETICS & RECREATION
DEAN CONTINUING EDUCATION
DEAN LEARNING RESOURCES
DIRECTOR MEDIA SERVICES

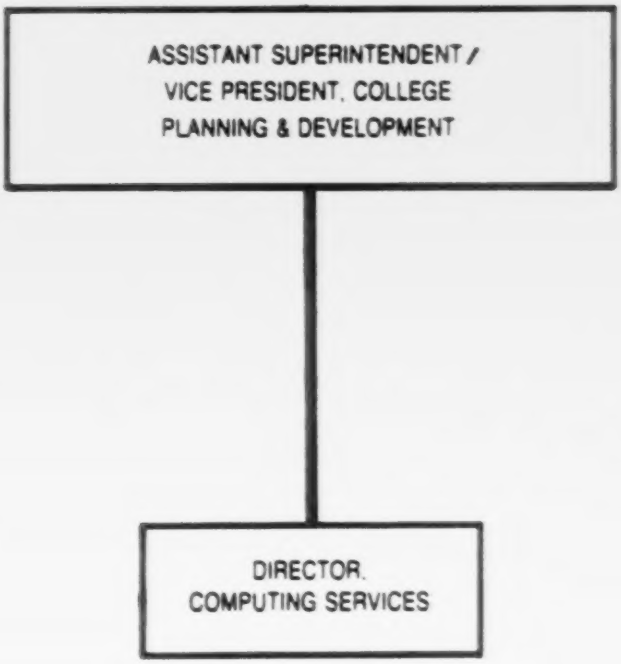
(8-1-86)

ORGANIZATIONAL CHART
BUSINESS SERVICES


ASSISTANT SUPERINTENDENT / BUSINESS MANAGER
DIRECTOR BUSINESS SERVICES
DIRECTOR COLLEGE BANK
DIRECTOR FISCAL OPERATIONS
DIRECTOR COLLEGE POLICE
ASSISTANT DIRECTOR COLLEGE POLICE
DIRECTOR FACILITIES
ASSIST DIR FACILITIES / MAINTENANCE FOREMAN
MAINTENANCE LEADMAN
CUSTODIAL FOREMAN
CUSTODIAL LEADMAN
GROUNDS FOREMAN
GROUNDS LEADMAN

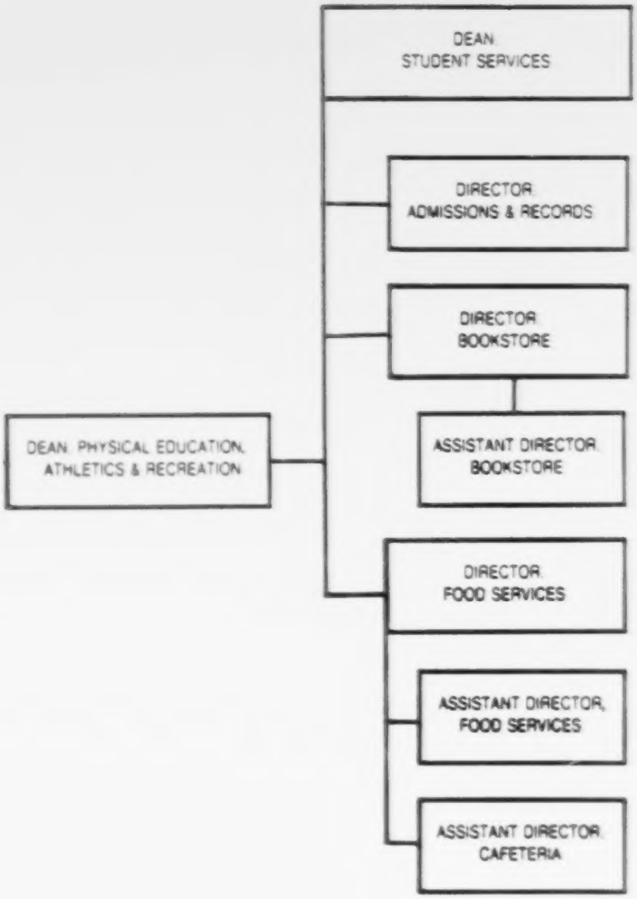
(8-1-86)

ORGANIZATIONAL CHART
COLLEGE PLANNING & DEVELOPMENT


ASSISTANT SUPERINTENDENT / VICE PRESIDENT, COLLEGE PLANNING & DEVELOPMENT
DIRECTOR, COMPUTING SERVICES

(8-1-86)

ORGANIZATIONAL CHART
STUDENT SERVICES


DEAN STUDENT SERVICES
DIRECTOR ADMISSIONS & RECORDS
DIRECTOR BOOKSTORE
ASSISTANT DIRECTOR BOOKSTORE
DEAN PHYSICAL EDUCATION, ATHLETICS & RECREATION
DIRECTOR FOOD SERVICES
ASSISTANT DIRECTOR, FOOD SERVICES
ASSISTANT DIRECTOR CAFETERIA

SECTION P

MEMBERSHIPS OF PSPAC I, II, III, IV, COMPREHENSIVE PLAN WRITING COMMITTEE

PRESIDENT'S STRATEGIC PLANNING ADVISORY COMMITTEE

Spring, 1984

PSPAC I

Jo Ann Bailey
Assoc. Professor
Library Services

Norma Barricelli
Assoc. Professor
English

Elizabeth Bigbee
Dean
Learning Resources

Joyce Black
Dean
Behavioral & Social Sci.

William Blaker
Assoc. Professor
History

Gloria Blalock
Asst. Professor
Reading

Frank Budd
Dean
Occupational Education

Nancy Canter
Asst. Professor
Art

Michael Chaks
Instructor
Business Administration

Dean Chambers
Dean
Business and Office Ed.

Gay Chance
Asst. Professor
Early Childhood Studies

Della Condon
Asst. Professor
Cosmetology

Dorothy Corr
Director
College Health Services

Brenda Davis
Dean
Nursing Education

Leslie Dean
Asst. Professor
Geography

Dahl Doench
Warehouse Supervisor
Fiscal Operations

Robert Dohr
Assoc. Professor
Physical Education

Bette Fauth
Assoc. Professor
Art

Robert Garrett
Director
Business Services

John Georgakakos
Assoc. Professor
Chemistry

Allen Hansen
Assoc. Professor
Mathematics

Diana Harris
Director
Student Activities

Samuel Huang
Assoc. Professor
Biology and Health

Erminda Ivan
Instructor
Counseling

Bruce Jackson
Assoc. Professor
Counseling

Henry Jackson
Instructor
Welding

Gilbert Jimenez
Assoc. Professor
History

Linda Johnson
Secretary IV
Student Services

Rosalie Jung
Insurance Clerk
Business Services

Charles Kane
Superintendent/
President

James Kross
Dean
P.E. & Athletics

Maribelle Krup
Director
Personnel Services

Susan Lawrence
Instructor
Counseling

Edward Ledford
Assoc. Professor
English

Fred Lowe
Assoc. Professor
Biology

Virginia MacDonald
Director
RCC Foundation

Paul Matthews
Assoc. Professor
Electronics

William May
Assoc. Professor
Deaf Program

James Morrison
Assoc. Professor
Biology

Harold Nemer
Assoc. Professor
Astronomy

Ronald Pardee
Dean
Trade and Industrial

Pamela Patey
Assoc. Professor
Office Education

Patricia Peters
Assoc. Professor
Physical Education

Paul Roby
Dean
Natural Sciences

Phyllis Rojakovick
Assoc. Professor
Nursing Education

Albert Scandura
Asst. Professor
Business

Richard Schneider
Assoc. Professor
Psychology & Religion

Garrett Short
Consultant
Media Services

Richard Stover
Dean
Arts and Letters

Aan Tan
Director
Facilities

Arlene Thomas
Secretary II
Trade and Industrial

Evan Vail
Dean
Research and Planning

Charles Walker
Assoc. Professor
English and Speech

Chari Wallace
Dean
Continuing Education

Auston White
Dean
Administration of Justice

Sandra Wittenmyer
Director
Admissions and Records

Gordon Woolley
Asst. Superintendent/
Business Manager

John Young
Asst. Professor
Economics

PRESIDENT'S STRATEGIC PLANNING ADVISORY COMMITTEE
Spring, 1985

PSFAC II

Sally Armstrong
Assistant Professor
Art

Mike Barnes
Assistant Professor
P.E. & Counseling

Paul Barron
Assistant Professor
Cosmetology

Merle Bartman
Grounds Foreman
Facilities Maintenance

David Bell
Technical Director
Computer Services

Joyce Bell
Admin. Secretary II
Academic Services

Jerry Bennett
Instructor
Automotive Technology

Joe Bennett
Assistant Professor
Automotive Technology

George Bjarke
Director
Computer Services

Doug Bond
Associate Professor
Chemistry

Richard Browne
Instructor
Graphics

Pat Bufalino
Assistant Professor
Nursing

Scott Campbell
Director
Bookstore

Dean Carlson
Associate Professor
Business Administration

Anita Carlton
Payroll Clerk
Fiscal Operations

Josephine Carson
Admin. Secretary IV
Student Services

Armando Castro
Instructional Media Asst.
Learning Resources

Jo Ann Chasteen
Dean
Nursing Education

Kristina Cline
Assistant Professor
Political Science

Marie Colucci
Assistant Professor
Nursing

Nate De Francisco
Dean
Student Affairs

Maureen Estes
Assistant Director
Public Info/Communic Ctr

Sharon Evans
Assistant Professor
Nursing

Shirley Foushee
Admissions Clerk II
Student Services

Henry Galvan
Custodial Foreman
Facilities Maintenance

Greg Granderson
Director
EOPS/Financial Aid

Patricia Guerra
Director
College Bank

Sid Gurrola
Assistant Director
Facilities Maintenance

Frances Hancock
Instructor
Early Childhood Studies

Ann Herbst
Assistant Professor
Math/Physical Science

Tony Hernandez
Associate Professor
Counseling/Spanish

Charlotte Herrera
Personnel Technician
Personnel Services

Jim Hill
Associate Professor
History

John Hopkins
Assistant Professor
Art

Carol Jones
Director
New Directions Center

Tom Johnson
Associate Professor
English

Charles Kane
Superintendent/
President

Patricia Klingbiel
Director
Fiscal Operations

LeeAnn Kochenderfer
Assistant Professor
Enabler/Learning Disabilities

Sue Kross
Associate Professor
Nursing

Gary Locke
Instructor
Music

Carole Long
Associate Professor
Humanities/P.E.

Michael Maas
Asst. Supt./Vice-President
Academic Services

Armand Madrigal
Associate Professor
Library Services

Tim Matthews
Assistant Professor
Nursing

John Matulich
Deputy Supt./Vice-President
Administrative Services

Bill Mitchell
Associate Professor
Art

May Paquette
Associate Professor
Office Education

Joan Pleasants
Associate Professor
Chemistry

Lynn Pomeroy
Instructor
Math

Cheryl Roberts
Instructor
Early Childhood Studies

Paul Rubalcaba
Director
Information Services

Darrell Sausser
Associate Professor
Music

Garrett Short
Director
Media Services

Roger Silva
Assistant Professor
Auto Body Technology

Pat Spencer
Assistant Professor
Cosmetology

Dick Stover
Dean
Arts and Letters

Ken Suzuki
Instructor
Graphics Technology

Mary Tennies
Instructor
Nursing

Mel Tomaselli
Dean
Cosmetology

Evan Vail
Dean
Research and Planning

Dana Wheaton
Assistant Professor
Music

PRESIDENT'S STRATEGIC PLANNING ADVISORY COMMITTEE
1985-1986

PSPAC III

Douglas Alexander
Assoc. Professor
Program for the Deaf

John Andrews
Dean
Student Affairs

Hilda Attride
Assoc. Professor
English

Elizabeth Bigbee
Dean
Learning Resources

Victoria Boydd
Secretary I
Program for Disabled

Bill Brown
Instructor
P.E. & Counseling

Stan Brown
Lead Groundsperson
Facilities

Richard Burchell
Assoc. Professor
Electronics

Miriam Butler
Instructor
Learning Resources

Calvin Carlsen
Student

Debbie Dankmyer
Student

Taiko Despins
Assoc. Professor
Office Administration

Allen Evenson
Technical Director
Theater

Annette Gaines
Instructor
Nursing

Cynthia Gregory
Instructor
Nursing

Robert Griffiths
Specialist
Instructional Media

Wilhelmina Hathaway
Assoc. Professor
Chemistry

Patricia Hora
Assoc. Professor
Nursing

Ronald Hughes
Dean
Counseling & Support Svc.

Gloria Hunter
Interpreter
Deaf Program

Charles Jackson
Assoc. Professor
Anthropology

Charles Kane
Superintendent/
President

Sandi Krivanek
Secretary II
Nursing

Kathy Lennan
Student

Dwight Lomayesva
Assoc. Professor
Native American Studies

Peg Malan
Secretary
Supt/President

Jean Marsh
Asst. Professor
Cosmetology

Paula McCroskey-Wade
Enabler
Handicapped

Jeff McKellips
Student
ASRCC President

Patricia Mollica
Director
Personnel

Robert Monaco
Director
College Police

Michael Montano
Instructor
Natural Science

Nancy Moore
Instructor
Bus. & Office Admin.

Delbert Murphy
Custodial Leadman
Facilities

Donald Myers
Assoc. Professor
Biology

Karl Myers
Student

Scott Pizzalto
Student

Chiyo Sasaki
Assoc. Professor
Nursing

Gary Semonella
Assoc. Professor
English

Linda Sherman
Instructor
English

Donald Smith
Instructor
English

Nancy Smith
Specialist
Public Information

Doretta Sowell
Director
Bookstore

Kristina Stovner
Secretary III
Continuing Education

Russell Stovner
Director
Food Services

Sheri Taylor
Assoc. Director
Computer Services

Evan Vail
Dean
Research & Planning

Donald Van Dyke
Assoc. Professor
Botany

Todd Wales
Instructor
Trade & Industrial

Anston White
Dean
Admin. of Justice

David Whitson
Maintenance Leadman
Facilities

Bruce Wilson
Assoc. Professor
Physical Education

PRESIDENT'S STRATEGIC PLANNING ADVISORY COMMITTEE
SUMMER, 1986

PSPAC IV

John Andrews
Dean
Student Services

Don Birren
Assoc. Professor
Physical Education

Sarah Boese
Instructor
Physical Education

Tim Brown
Instructor
Physical Education

Mary Chavez
Admin. Secretary IV
Academic Services

Robin Dearden
Sr. Admissions Clerk
Admissions & Records

Bob Dixon
Assoc. Professor
Astronomy

Tom Dunmire
SCT

Kathy Farris
Assoc. Professor
Physical Education

Linda Fox
Clerk Typist
Communications Ctr

Bill Heath
Assoc. Professor
Physical Education

Eleanor Johnson
Assistant Director
College Police

Charles Kane
Superintendent/
President

Jim Kross
Dean
P.E. & Athletics

George Londos
Assoc. Professor
Biology

Ginny MacDonald
Director
RCC Foundation

Barry Meier
Assoc. Professor
Physical Education

Jeannine Morgan
Promotions Clerk
Bookstore

Al Parker
Assoc. Professor
History

Mark Peterson
President
ASRCC

Roger Rickson
Assoc. Professor
Music

John Ross
Assoc. Professor
Music

Darrell Sausser
Assoc. professor
Music

Jan Schall
Assoc. Professor
Sociology

Gary Schultz
Assoc. Professor
Theater Arts

Dorothy Steck
Dean
Nursing Education

Tony Turner
Assoc. Professor
Physical Education

Ruth Unrath
Secretary II
Athletics & P.E.

Evan Vail
Dean
Research & Planning

Barney Van Noy
Assoc. Professor
Dental Technology

Dave Waxman
Assoc. Professor
Physical Education

Bruce Wilson
Assoc. Professor
Physical Education

COMPREHENSIVE PLAN WRITING COMMITTEE
1986

1. Evan Vail, Chairman
   Dean, Research and Planning; Associate Professor, Music and Counseling
2. John Andrews
   Dean, Student Services
3. Elizabeth Bigbee
   Dean, Learning Resources; Associate Professor, Library Services
4. Brenda Davis
   Dean, Occupational Education; Associate Professor, Nursing
5. Greg Granderson
   Director, Financial Aids and EOPS
6. Ronald Hughes
   Dean, Counseling/Support Services
7. Paula McCroskey-Wade
   Coordinator, Disabled Student Programs and Services
8. Pat Mollica
   Director, Personnel Services
9. Paul Roby
   Dean, Natural Sciences; Associate Professor, Anatomy & Physiology
10. Aan Tan
    Director, Facilities
11. Chari Wallace
    Dean, Continuing Education; Assistant Professor, Business and Industrial Management
12. Gordon Woolley
    Assistant Superintendent and Business Manager; Associate Professor, Business Administration

ERIC Clearinghouse for Junior Colleges
8118 Math-Sciences Building
University of California
Los Angeles, California 90024
DEC 5 1986
530